AN INFORMAL REPORT OF THE PUBLIC PRINTER

JAN. - DEC. 1943

JAN. 1943

AN INFORMAL REPORT OF THE PUBLIC PRINTER

TABLE OF CONTENTS

	PAGE
PRODUCTION HIGH DURING FIRST WAR YEAR	1
DEPARTMENTS EXPRESS APPRECIATION FOR SERVICE	2
SCRAP SALVAGE SUCCESSFUL	4
HEALTH PROGRAM IN G. P. O. OUTSTANDING	6
INACCURATE PUBLICITY EMBARRASSES G. P. A.	7
Coffee Ration Failure	7
SERVICE RENDERED DEPARTMENTS	8
Instructions to Sampling Dealers	8
PLATEMAKING DIVISION DELIVERS LARGE ORDER OF SHORT RUNNERS	10
UNUSUAL PRINTING PROBLEM	11
Visual Classification Test Wall Charts	11
Public Buildings Administration Signs	12
YOUR WAR AND YOUR TAXES	13
COMMERCIAL PRODUCTION INCREASED BECAUSE OF LACK OF EQUIPMENT	15
The Cartoon Cover	15
BIG JOBS FINISHED QUICKLY	17
Army Medical Text Books	17
REQUEST FOR WORK PROVES UNDERSTANDING	19
RATION PRINTING	20
General Information Regarding	21
Size of Order for War Ration Book	21
No. 2 Hard to Realize	24
Money Wasted in Reprints	25

TABLE OF CONTENTS

	PAGE
PRODUCTION HIGH DURING FIRST WAR YEAR	1
DEPARTMENTS EXPRESS APPRECIATION FOR SERVICE	2
SCRAP SALVAGE SUCCESSFUL	4
HEALTH PROGRAM IN G. P. O. OUTSTANDING	5
INACCURATE PUBLICITY EMBARRASSES O. P. A.	7
Coffee Ration Folders	7
SERVICE RENDERED DEPARTMENTS	9
Instructions to Gasoline Dealers	9
PLATEMAKING DIVISION DELIVERS LARGE ORDER ON SHORT SCHEDULE	10
UNUSUAL PRINTING PRODUCED	11
Visual Classification Test Wall Charts	11
Public Buildings Administration Signs	12
YOUR WAR AND YOUR WAGES	13
COMMERCIAL PROCUREMENT NECESSARY BECAUSE OF LACK OF EQUIPMENT	15
The German Dream	15
BIG JOBS FINISHED QUICKLY	17
Army Medical Tag Books	17
REQUEST FOR SPEED PROVES UNREASONABLE	19
RATION PRINTING	20
General Difficulties Experienced	20
Size of Order for War Ration Book No. 2 Hard to Realize	24
Money Wanted in Reorders	25

TABLE OF CONTENTS

PAGE

PROHIBITION HIGH NORTH FIRST VAN YORK..... 1

DEPARTMENTS RECEIVED APPROPRIATION FOR SERVICE..... 3

SCHAF BALVADE SUPERVISED..... 4

HEALTH PROGRAM IN B. P. O. UNDERWAYING..... 5

INCORPORATE PUBLICITY MEMBERSHIP O. K. A..... 7
Coffee Meeting Tuesday..... 7

SERVICE MEETINGS DEPARTMENT..... 8
Instructions to Deadline Dealers..... 9

PLAYGROUNDS MEETING DECLARED LEAGUE
CLOSES ON EQUAL STANDING..... 10

UNUSUAL FOLLOWING PROMISED..... 11
Visual Classification Test
Mail Charts..... 12
Public Relations Advertising
Plans..... 13

YOUTH WAR AND YOUTH WORKS..... 15

COMMERCIAL PROCUREMENT NECESSARY
Incident of Lack of Equipment..... 15
The Central Press..... 15

NEW YORK MEETING CLOSED..... 17
Army Medical Men Decide..... 17

REQUIRE FOR SCHOOL PROVES UNMANAGEABLE..... 18

RATION MEETING..... 20
General Information Requested..... 20
Time of Order for War Ration Book
No. 3 Ready to Receive..... 24
Money Needed In Hospitals..... 25

PRODUCTION HIGH
DURING FIRST WAR YEAR

The year just ending is without doubt the most difficult ever experienced in the Government Printing Office. The volume of work has been unbelievably great. Many of the printing jobs call for such specialized equipment that we cannot print them and few commercial printers are able to. The quantities are so huge that no one firm can make delivery within the time specified. As a result, orders must be split among several companies, and our supervisory job becomes more difficult.

To further complicate the situation, it becomes increasingly more difficult to obtain and keep competent employees. Since the beginning of the emergency, 1,160 of our best qualified men have gone into the armed forces. Replacements are necessarily inexperienced in our work and less productive than the men we lost. Turn-over in personnel has been heavy, as it has throughout the entire Government service. This is especially true of laborers, many of whom are appointed and work only a few days before they quit or must be discharged.

Another disturbing factor has been the antagonistic attitude assumed by some of the labor unions represented here. This antagonism is fostered from without. I feel safe in saying that it would disappear quickly if employees here were left to themselves. However, no matter what the cause, it

has contributed to the difficulty of my position.

In spite of difficulties, the production record of the Government Printing Office during this first year of war gives me intense satisfaction. In my next report to your committee, I hope to give you actual production figures and compare them with those of a normal year.

I shall continue in 1943 to direct the Office in such a way that we may give the greatest service to all our customers.

DEPARTMENTS EXPRESS APPRECIATION FOR SERVICE

Our customers continue to express to us their appreciation for the service we are able to give them.

The two following letters are representative of their attitude.

> "During the past 9 months the War Savings Staff has received magnificent cooperation from the Government Printing Office through your good offices.
>
> "The Pay-roll Savings Campaign, scheduled for November 16 to December 31, depended largely upon quantities of at least 50 complicated jobs' being in the hands of State administrators and newspapers all over the country by the early part of November. I am happy to say that this dead line was met.

"The War Savings Staff is very grateful to those who handle its work, for without their assistance and co-operation the fulfillment of this program would not have been possible. Throughout this entire drive, we have leaned heavily on the Government Printing Office.

"For this very marvelous job, many thanks. The whole Staff, for whom this drive represented their most comprehensive effort to date to promote the sale of War Bonds and Stamps, join in the praise of the Government Printing Office. If we are able to 'Top that 10 percent by New Year's' it will have been made possible in no small part by the wholehearted cooperation you have shown during the last few months."

"Sincerely yours,
"Eugene P. Sloan,
"Executive Director
"War Savings Staff."

"Some weeks ago Mr. Eisenhower told me of the very pleasant conference he had with you on some of the printing problems and hopes of the Office of War Information.

"I have just had a report from our Bureau of Publications and Graphics which I want to pass on to you. The substance of that report is that by virtue of the cooperation OWI is now getting from the Government Printing Office, many of our jobs are coming off the presses ahead of schedule

even though the schedule many times is unusually short.

"We are very grateful for your cooperation, and I thought you might like to know how we felt about it."

"Cordially,

"Elmer Davis,
"Director."

SCRAP SALVAGE SUCCESSFUL

During my incumbency as Public Printer, I have attempted to cooperate in every way with the Government in its undertakings. This is more true than ever, since Pearl Harbor.

When the rubber-salvage drive was conducted, we collected all the scrap rubber possible throughout the plant. The key drive brought in 61 pounds of keys, including some so rare as to tempt us to retain them as curios. None were held back. The search for scrap metal disclosed sources undreamed of in the past. For example, the metal bands placed around skids of paper by manufacturers are now collected and sold for scrap. Formerly, we paid to have them removed.

After all loose metal had been salvaged, I ordered a careful survey of all buildings to be made to discover all nonessential metal construction. A vault in building No. 1, formerly used for the Chief Clerk's files and now devoted to storage of confidential work in the Bindery, was found to have two openings, only one of which was used. Heavy metal doors closed both entrances. We removed the unused door and bricked up the opening. Door and frame yielded more than a ton of metal.

Cable racks in the basement yielded enough material for a number of guns and bullets. So, too, did three iron staircases leading to a locker balcony. Four staircases to the balcony had formerly been used; only one is needed now, because of transfer of personnel from this section.

The Office recently made another contribution--this time not to scrap. A 25-ton crane was standing idle in our old power plant, which was abandoned when we moved into building No. 3. The Navy Yard urgently needed such a crane. We gave them ours. The Yard took care of dismantling and moving.

On December 1, the Government Printing Office had turned in 366,700 pounds of scrap metal. Of this, 99,560 pounds was copper and 267,140 iron and steel. Collection in the future will necessarily be at a much slower rate, as the backlog has been disposed of.

HEALTH PROGRAM IN G. P. O. [illegible]

In the 1940 fiscal year, when personnel in the Government Printing Office began to increase to meet the increased printing needs of an expanding Government effort, I became much concerned over the health and safety of our employees. Since that time, our Office has made great strides in improving conditions.

I felt that the most effective way in which to cut the accident rate was to educate employees themselves to wish to avoid accidents. I caused safety committees to be formed in each section. The chairman was charged with ferreting out and reporting all hazards, in equipment and procedure. A representative of the United States Employees Compensation Commission who recently visited the Office declared

our accident rate to be excellent.

The safety committees functioned so satisfactorily that this year we created employee health committees. Chairmen report all conditions that might adversely affect the health of employees.

Further extending health protection, we established a new method of recording and evaluating sick-absenteeism. If it appears that any lost-time illness is occupational, we will be able to remove the cause.

The greatest precautionary measure ever taken in the Government Printing Office or in any other Government department or agency was the recently completed chest X-ray of all employees who voluntarily requested this service. A total of 5,600 employees from a possible 7,600 were X-rayed. The work was done in cooperation with the Public Health Service. Our Medical Director is now setting up apparatus suitable for making chest X-rays, to finish those cases which we were unable to get to at the time of the survey. An X-ray of the chest will, in the future, be part of the preemployment examination for new employees.

Experience in other large industrial plants pointed to an incidence of about 1 percent of lung affections. Our findings were not far out of line with expectations. All affected employees have been notified of their condition, the cases have been reported to the District Health Department, and treatment has been begun. These X-rays cannot fail to be of inestimable value to the Office and to employees.

Another survey of great value was also completed recently. This was to determine the concentration of atmospheric lead in the several composing sections, platemaking division, and metal remelt room. Concentrations in no place

equaled the percentage that has been declared safe for workers. However, steps are being taken to further decrease lead fumes.

As an extension of the lead-control program, an industrial laboratory, in charge of a trained technician, has been established. Here we will make periodic blood examinations of workers in sections where a lead hazard might exist. In this way, we should completely eliminate cases of lead poisoning, even the most minor affections.

A further phase of the health program is diet improvement. Our modern, well-equipped employee-owned and operated cafeteria serves three well-balanced meals of wholesome, carefully prepared food each day. Through various educational methods, employees will be encouraged to select nourishing, adequate meals. Cost of meals is held to the absolute minimum.

[illegible] PUBLICITY [illegible]

O. P. A.

Coffee Ration Folders

Another example of the inaccuracy of some newspaper reports is offered by an article which appeared in a local newspaper late in November. It was headed "Coffee Ration Folders Coming" and stated, in part:

"The Nation will be blanketed in a few days by folders from the Office of Price Administration telling housewives how to handle their coffee-rationing problems.

"The folders, to be distributed to HUNDREDS OF THOUSANDS of food stores, will be displayed so that all housewives will know the fundamentals of coffee rationing and will understand how they can use their sugar-ration books to obtain coffee.

"Coffee rationing goes into effect November 29.

"Eight OPA production centers will distribute more than ONE MILLION copies of the poster, which shows, in a series of six pictures, how the housewife must proceed to buy coffee.

"Distribution of the pamphlets will be made by OPA regional, State, and district offices, as well as local war price and rationing boards, with the cooperation of trade associations, chambers of commerce, food wholesalers, and coffee roasters and distributors.

"The OPA will seek to get at least one copy into each of more than 600,000 food stores in advance of the November 29 rationing date."

When the article appeared, O. P. O. employees handling the entire ration program could remember no job like the one described. They went through all ration-program jackets and found nothing even faintly resembling it. Investigation showed that only 15,000 of the posters described had been produced at OPA's reproduction plant and these by the multilith process instead of printing.

The garbled report carried by this newspaper no doubt contributed its bit to the current general criticism of rationing questionnaires and literature. It is most regrettable that reports are not more thoroughly investigated before they are printed.

Instructions to Gasoline Dealers

A change in design suggested by printer-planners in the Government Printing Office made possible very quick delivery of the Instructions to Gasoline Dealers. Without these instructions, mileage rationing could not have been begun.

A requisition for 887,000 copies of the instruction booklet was received at 6:38 p. m. Monday, October 19. Specifications called for the use of white writing paper. The trim size of pages was to be 8½ by 11 inches. Bindery operations included folding and saddle stitching. Proof was requested on Wednesday, October 21, [illegible], with delivery to be completed by Thursday, November 5. The copy submitted made a 32-page book.

If the delivery dead line was to be met, it was necessary to use the fastest production methods possible. We decided the work would have to be done in the Printing Office, as it could not be procured commercially in the time allowed. We had on hand some white writing paper but not enough to run the entire job. Manufacturers could not produce it as fast as we would need it. Also the size specified would cause great paper wastage.

We suggested the change to 9½- by 13-inch pages and to newsprint instead of white writing. Enough newsprint was on hand to print the entire order. The larger page size allowed the booklet to be completed on the press, with no bindery work, as 9½ by 13 booklets came off the press printed, folded, wire stitched, and trimmed.

The booklet went to press Tuesday, November 3, and 27,000 copies were printed. On November 4, 193,000 copies came off the press, and on the next day 113,000 were delivered. On Friday, an additional 110,300 copies were completed. The entire run was accomplished in 64 press hours.

The copies delivered each day do not represent a full day's run for the press used. Plates were "lifted" to print the Congressional Record and Federal Register each day. These are both "must" jobs, and both require wire stitching. We have only one press that does this work successfully.

The 343,000 copies of the booklet delivered on and before November 5 allowed mileage rationing to proceed as scheduled.

PLATEMAKING DIVISION
DELIVERS LARGE ORDER ON SHORT SCHEDULE

An order for 7,634 printing plates consisting of 27 different subjects (from 100 to 500 of each subject) has just been completed by the Government Printing Office and shipped to widely scattered points throughout the United States. The work was done in the amazingly short period of 4 weeks, without interfering in any way with other urgent war orders.

When the order for these cuts was received from the Treasury Department, our Superintendent of Platemaking was uncertain whether the work could be done here on the schedule requested--2,000 a week. The division is constantly taxed with "must" work. Because of the urgency of the need, however, we decided to do the best we could, which proved to be good enough.

The cuts ranged in width from one to four newspaper columns. They were manufactured by straight-line production methods, with the aim of effecting the utmost economy in material and in handling. Patterns were made of enough subjects to fill a molding case. This enabled us to handle 30 or more cuts as 1 plate. Finishing and blocking could be done on a large scale, and then the plates could be separated into individual cuts.

The average thickness of the copper shell on electros is 7½ thousandths of an inch; we made these only 4½ thousandths and in so doing saved approximately 30 percent of the copper that would normally have been used. We then made additional savings in lead, tin, and antimony by shaving the electro to 0.105 inch instead of 0.159, which is the height usual in cuts of this type.

Our achievement in this order is truly noteworthy, as the Platemaking Division has not been expanded since the beginning of the emergency. We are producing wartime loads with peacetime equipment, are delivering the work on short schedules, and are keeping down costs for this type of work.

UNUSUAL PRINTING PRODUCED

Visual Classification Test Wall Charts

The Government Printing Office procures many unusual printing jobs for Government departments and agencies. Recently we had printed for the Adjutant General's Office a series of visual classification test wall charts 52 by 13 inches in dimension. There are seven different charts, collected in sets, and padded five sets to the pad. A total of 350,000 charts or 10,000 pads was ordered.

The requisition reached the Office at 11:29 a. m. Thursday, October 15. Complete delivery was requested on Monday, October 26. This allowed just 10 calendar days for printing and delivering the charts. Our presses were too busy to do the printing, so we telephoned invitations to bid to commercial printers known to be equipped for offset work. We agreed to furnish them composition ready for the camera; they would make plates and print the charts.

On Friday, October 16, we phoned invitations to bid to four lithographic firms. They were required to furnish the paper we specified and complete delivery by the 26th. One man declined to bid; another said it would be impossible for him to package the charts according to specifications but that he could print them and stack them on skids if we would give him the order instantly. Another potential contractor set a very high price for the work and said that, at any price, he could not do it in the time specified. The fourth man quoted a reasonable price, had paper on hand, and could meet the delivery dead line. He was granted the contract.

The charts were printed in New York and were delivered to the District. Delivery was according to schedule.

Public Buildings Administration
Signs

An unusual printing job is now (November 6) being manufactured for the Public Buildings Administration. It consists of 33,000 signs in 14 designs, to be used in public buildings to indicate shelter areas, first-aid stations, etc.

It had to be purchased commercially because of lack of equipment suitable for its manufacture in the Printing Office.

An ingenious method of printing the signs obtained for exterior use has been perfected. Previously, such signs were often made of metal. Now metal is not used for nonessential purposes. We suggested that cardboard be treated with a weatherproofing material, printed in waterproof inks, and used for all signs. Our customers insisted on a more permanent product for exterior signs. It is being supplied.

This is the method of manufacture being used: Printing is done with white enamel, by the silk-screen process. The material for interior signs is 14-ply white cardboard inked with black on the entire surface, except lettering and design. Exterior signs are printed on impregnated asphalt weatherproof material, similar in appearance to several layers of tar paper pressed into a sheet. This compound is practically as enduring as metal. The enamel used for the lettering and designs is also weatherproof. It was used on interior signs because it is washable and thus would allow signs to be kept clean and attractive.

Complete delivery was requested 12 calendar days after receipt of copy by the contractor. It was accomplished. This is a very short schedule for 30,000 copies produced by a process as slow as the silk screen. The product is completely satisfactory for the purpose for which it was desired.

[illegible]

One of the most unusual books ever printed in the Government Printing Office is now in process of manufacture for OWI. It is entitled "Your War

and Four Pages," and the order is for 2,500,000 copies. The requisition was received at 2:24 p. m. Wednesday November 18, and galley proofs were requested on Friday, November 20. However, no delivery dead line was set, the request being simply for completion "as soon as possible." This slight leeway enabled us to perfect a method for producing the books without any hand work and at a great saving in time and money.

The difficulty with the War and Navy Pages book was its size— 2 1/8 by 2 3/4 inches when completed. It contains 16 leaves or 32 pages, with self cover, and "bleeds" on three sides (further complicating manufacture). The logical size sheet of paper to use was 24 by 38 inches, which would trim with practically no waste. The catch was that our folding machines had never been used to make multiple folds under 4 inches.

Planners and folding-machine operators went into a huddle and came out with an adaptation of folding procedure which would give 4 folds of the required width. Stitching machines were adjusted to put one wire stitch in each book, in the exact center vertically. This stitching was another of the things we had at first thought could not be done.

Our Platemaking Division also made a real contribution in the manufacture of the book. They made eight complete sets of plates. They arranged four groups of eight pages each and cast these pages together to make a pattern. They then cast each pattern four times, making the printing plates. The utmost precision was required, as only a "chop"(with no trim in most cases) could be allowed. I am glad to report that their work was done so expertly that the finished product is as nearly perfect as machine work can be.

The press sheets went to the Bindery, and when they left the folding and stitching machines they were in the form of folded strips 2 3/8 inches wide and 24 inches long. Each sheet contained eight complete books—folded, wire-stitched, and ready to be cut apart and trimmed along the open edge of the leaves.

Great credit is due employees who evolved methods of procedure allowing manufacture of this book by production methods. This would never have been possible had very quick delivery been demanded. Time for experiment was essential. This fact is one I have tried vainly to impress on many of our customers since the emergency began.

COMMERCIAL PROCUREMENT NECESSARY BECAUSE OF LACK OF EQUIPMENT

The German Team

Conditions and ideas have changed radically since the establishment of the Government Printing Office. The old contract system of procuring Government printing had proved unsatisfactory in every way; abuses had been rife. The Office was established to eliminate abuses; stringent limitations were placed on the Public Printer and on ordering agencies to accomplish that purpose. Only "essential" printing was to be produced, and this was to be done as cheaply as possible. The use of illustrations was further limited in 1905 by the following provision: "No part of the appropriations made for printing and binding shall be used for any illustration, engraving, or photograph in any document or report ordered printed by Congress unless the order to print expressly authorizes the same, nor in any document or report of any executive department or other Government establishment until the head of the executive department or Government establishment shall certify in a letter transmitting such report that the illustration is necessary and relates entirely to the transaction of public business."

The Government Printing Office has been equipped to furnish the kind of printing authorized by law—straight black-and-white printing. How needs have changed. Printed propaganda essential to conduct of the war would presumably have little influence if printed in the style of a Government report.

Lack of certain types of presses has necessitated commercial procurement of a huge volume of Government printing in the last 2 years. Floods of posters have been printed—on contract. Many four-color booklets for many departments and for many purposes have been similarly procured.

I have made this lengthy comment so that members of your committee might understand fully the reason for our lack of equipment to do much current work.

One of the most interesting of the propaganda booklets recently produced is "The German Dream," requisitioned by the Coordinator of Inter-American Affairs. The booklet was printed in two languages—80,000 copies in Spanish and 80,000 in Portuguese. Reprints are anticipated.

The booklet consists of 24 pages and cover. It was printed by offset, and the work is of the finest quality. Four colors—red, yellow, blue, and black—were used. Illustrations appeared on cover and all pages. The Government Printing Office furnished the contractor reproduction proofs of the text, together with original art work. The printer furnished the paper.

Proofs and art work were sent the contractor on Saturday, November 21, and proofs reached us for O. K. on Friday, December 4. Delivery must be completed 14 days after O. K. proofs are received by the printer.

The need for work of this type will probably disappear with the war. It is not essential that the Office produce it now, because it is easily obtainable commercially. Suitable equipment already installed in commercial shops would probably stand idle part of the time, were it not for the Government work purchased outside the Government Printing Office.

BIG JOBS FINISHED QUICKLY

Army Medical Tag Books

A War Department requisition for 1,000,000 books of emergency medical tags, received at 5:23 p. m. Friday, November 13, asked delivery of 50 percent on Thursday, November 26, and the remainder not later than Thursday, December 10. Thus delivery was to begin less than 2 weeks after receipt of the requisition. Copy had been revised since the last printing, so composition was necessary and new plates had to be made.

Here is a description of the medical tag books, as requested in the original requisition: Books were to be 3 3/4 by 6 1/2 inches over all, including stub; 3 3/4 by 6 inches for tags proper. Thirty sets of four sheets each (original, carbon, smudge sheet, and duplicate) were to be gathered and bound in each book. Originals only were to be punched at the bottom of the sheet and a cord inserted and strongly looped. Books were to have hinged backs stripped with muslin and each book was to be stapled with two wire stitches. All sheets in the sets were to be perforated for easy detaching. Register had to be perfect, so that the duplicate would be readable.

To simplify the job, remove some undesirable features, and save materials and money, certain changes were suggested by our planners and accepted by the War Department.

First of all, to avoid overbulkiness, the number of bets in a book was reduced from 30 to 20 and the number of books increased from 1,000,000 to 1,500,000. Only one wire stitch, instead of the two originally specified, was requested. This effected a saving of 187,500 feet of stitching wire--now a vital material requiring high priority. Another change was from a hinge cover to a wrap around scored to make the book open easily. This change greatly simplified manufacture.

When the order came in, we notified WPB immediately that it was impossible to make delivery as requested. The principal obstacle was the paper. A special paper was specified for the original tags. Requirements were resistance to exposure to water, oil, grease, heat (artificial or sunlight), mud, slime, blood, etc. Printing on it must remain legible after soaking an hour in water or oil. Such paper has to be specially manufactured. The 180,000 pounds needed could not be produced and shipped over night, especially with the 170,000 pounds of other paper needed. This would have been necessary if the delivery request were met. The ordering agency understood this and changed delivery request to "as soon as possible."

Bids for the tag books were sent all printers deemed to be equipped for the kind of printing involved. Twelve invitations to bid went out; three bids were received--one from Chicago and the other two from the industrial belt where most specialty print shops are located. None of the bidders could manufacture a half million medical tag books in 20 days, as War requested. They were required to make a 50-percent delivery within 10 days and 30 percent a week until completed. A substantial delivery is expected the first week in January. All contractors are cooperating to the limit of their ability.

The criticism so often voiced in connection with printing requisitions holds good in the case of the medical tag books. If War has

anticipated their needs and reordered before their supply was completely exhausted, embarrassment for all concerned could have been avoided. Also, money could have been saved, as we must pay a penalty for rush work.

REQUEST FOR [illegible] UNNECESSARY

In many of my reports to your committee I have commented on the demands for speedy production made on us by many departments and agencies. A striking example of such a demand came to us recently in Army Air Corps orders for standard forms--issue of maps, map inventory, etc. The War Department has its own reproduction plant, and these forms are an overflow from it.

The Corps demanded 3-day service or less on these forms--many different ones. They sent in copy for some of them on Saturday, November 14, and wanted delivery on Tuesday, November 17. When our scheduling board protested, the Air Corps chief made an alternate proposal--that he hold the copy until Monday, November 16, and give us until Friday, November 20, to make delivery. In other words, it seemed that it made little difference to the Air Corps when the forms were received so long as they were given 3-day service!

It seems very unreasonable for a Government Agency to make arbitrary demands for quick service when it is not needed. Many Government departments are directly and vitally engaged in the war effort. They all need printing, which is often delayed by the insistence of some departments to whom we have assigned higher priority.

In the present case, all need for rush service could be eliminated by a little foresight on the part of the employees using the forms. If they would anticipate their needs and allow us to make an open contract, no one would be inconvenienced.

Or if the Office is to print them, it could be done without too much dislocation of schedule if they would send in requisitions as the supply of each form nears exhaustion--instead of holding them until many forms are needed and then sending all requisitions at the same time.

Every man and woman working in the Government Printing Office is, I am sure, eager to do all he can to further the war. He can do this only by giving the best possible service to all war agencies.

RATION PRINTING

General Difficulties Experienced

Procurement of printing for the three ration programs recently inaugurated almost simultaneously has proved a major headache to the Government Printing Office. At present, difficulties show no sign of diminishing.

OPA originally stated that the programs were to be initiated in the following order--fuel oil, mileage, War Ration Book No. 2. On information received from OPA, we anticipated paper needs to be 4,000,000 pounds--3,000,000 pounds for War Ration Book No. 2, 500,000 for mileage, 100,000 for fuel oil, and 400,000 as a margin of safety. Mills could manufacture about 70,000 pounds a day in 34½-inch rolls. Orders for the paper were placed as soon as OPA gave their estimate of needs.

The fuel-oil program was begun as planned. Requisition and copy reached us October 6, and O.K.'d proof came back on October 12. Delivery was requested for October 28 (25 percent) and November 10 (balance). Contracts were let, paper shipped, and printing began.

Then came the first major change. WPB decided that we should drop the fuel-oil forms and rush through the mileage-rationing printing, delivery on which was requested November 5 and 7. We could not stop the printing for oil, but we let additional contracts, enlisted WPB assistance in delivering paper to print shops, and went to work on mileage forms. Quantities for fuel oil had in the meantime been increased to such an extent that instead of 130,000 pounds of paper 1,300,000 pounds were needed! This cut the supply we had allocated to War Ration Book No. 2.

The mileage forms were eventually delivered but in quantities greatly increased from the original requisition. An excess over estimates of 57,000 pounds of paper went into them.

Mileage and fuel oil forms and stamps were scarcely off the press when reprints of both were ordered. These consumed another 812,000 and 50,000 pounds of paper, respectively. This accounted for a total of 2,418,000 pounds of the 4,000,000 ordered for the entire current program, leaving only 1,587,000 for War Ration Book No. 2--130,000,000 of them! The schedule made for supplying paper for the No. 2 book to printers had to be completely revised and the number of processors increased from 2 to 14.

As soon as the design for War Ration Book No. 2 had been selected, we sent questionnaires to more than 100 printers, describing the job and asking how many books they could produce daily. Approximately one out of six responded. We called the others to find why they would not cooperate and learned that mechanical limitations eliminated many printers. Special perforations were required, collators had to be equipped with glue pots, and other press peculiarities further complicated the printing. Too, they complained of labor shortages, shortage of technical help, difficulty in getting machine changes made, difficulty in obtaining

critical materials, and overloading of presses with War and Navy printing.

The Government Printing Office did everything possible to remove obstacles which threatened to prevent widening of rationing, as contemplated. We furnished technicians where they were needed, obtained priorities for necessary parts, expedited machine-shop work, and used all possible persuasion to obtain right-of-way for ration printing above all other work. Through our efforts, we increased potential suppliers fivefold.

As I have stated, paper was ordered in 34½-inch rolls, suitable for the equipment we had selected for the printing. Pressure by OPA caused us to accept equipment using 17-inch rolls. The 7½-inch rolls slit from the side were worthless. Their loss caused an additional poundage to be manufactured. In order to get paper to contractors so that they could begin production it was necessary to ship less-than-carload lots--an extravagant procedure. We were even forced to make some express shipments, in cases where trucks broke down or were stuck in the snow.

The great speed demanded resulted in other wasteful expedients--increased prices paid contractors who took advantage of our need and the payment of premium rates for many hours of overtime.

We have tentatively promised delivery of 50 percent of the books on January 1 and the remainder by January 20.

In summation, printing of ration forms and stamp books has proved unduly burdensome and expensive for the following reasons:

1. Failure of OPA to begin printing in time to have it available when the programs were

due to be inaugurated.

2. Failure of WPA to order sufficient supplies on the first requisition.

3. Indecision of WPA as to the order in which they wanted the programs inaugurated.

4. Necessity of allocating paper intended for other uses to increased orders and reprints on fuel-oil and mileage rationing forms.

5. Difficulty in processing paper fast enough to get sufficient supplies to contractors far from the mills so that printing could begin.

6. Slowness of transportation (as much as 4 weeks from the paper mill to Houston printers).

7. Necessity of accepting contractors not too well equipped for the work, in order to shove it through. This caused waste of time (as in sheeting paper manufactured in rolls); waste of money (as in slitting paper rolls to fit equipment and wasting many pounds of paper); and loss of time in delivery of paper to many more consignees than were contemplated originally.

I have done everything in my power to expedite procurement of the printing referred to. I regret to say that the Office of Price Administration has not in all cases fully appreciated the difficulties we have to overcome (due to wartime economy) and the stupendous proportions of the job we are trying to do. At a number of conferences with WPA officials, every effort has been made to explain the difficulties and to reach an amicable agreement as to performance.

Size of Order for War Ration Book No. 2 Hard to Realize

War Ration Book No. 2 has gone to press! The first half of the order was delivered to consignees on December 20; the remainder will be delivered on January 10. Paper had been manufactured and shipped to contractors December 10.

In the past, I have described several printing orders to your committee as the largest in the history of the United States. The previous records tumble before the new ration book. 150,000,000 copies of this book are being printed. It consists of 4 double leaves and cover, 11 3/8 by 4 1/4 inches in dimension. In each book, two of the stamp leaves are red and two are blue. The paper is a specially processed safety sulfite paper. Perforations run both ways to make the stamps easy to detach.

The ration books had to be procured commercially, from any printer equipped for this type of work and willing to do a part of it. Such printers are scarce. Finally, we let 18 contracts. This supersaturated the industry.

Printers were, in some cases, unwilling to undertake the printing of the ration books because the two-way perforation of small stamps is difficult; the demand for speed approaches the unreasonable in this case; and the need for safeguarding the job to the last scrap of paper is such a responsibility that not all printers feel themselves to be in a position to cooperate. Another complication arose through our specification to paste the books instead of using wire stitching (the conventional manner of doing such a job). Several of the firms equipped for the work (except for pasting) and willing to cooperate were granted contracts and allowed to use one wire stitch, if only their existing stocks of wire, which have dwindled very low, were utilized. Stitching wire demands a high priority. If the entire order of 150,000,000 books had been stitched 17,000 pounds of wire would have been needed. For the

approximately one-tenth of the order stitched, only 1,780 pounds were used! Contractors were impatient with our insistence on pasting. They felt that we should obtain priorities for the wire and allow them to use it. We maintain that this is not the patriotic thing to do.

As the same book was being produced in 18 different shops and as it was essential that the product be kept uniform, the Government Printing Office sent inspector-supervisors to all shops to O. K. the printing, assist the contractor in any way possible, and cooperate with the printer in preventing theft of paper or printed sheets. This was the largest supervisory job ever undertaken by the Office.

Manufacture of the base paper for the books was undertaken by 6 mills, and 10 participated in safety processing. A total of 3,000,000 pounds of safety paper and 1,750,000 pounds of cover paper was needed for these books alone.

If the stamp books were separated and the leaves laid end to end, the resulting strip of paper would be 712,500,000 feet or 134,943 miles long. This is 17 times the diameter of the earth (7,927 miles) at the equator. The sheets would cover an area of 1⅔ square miles or 46,833,333 square feet.

The utmost precautions are being taken to prevent theft or loss of the ration books. Weight of the finished books, plus the weight of all waste, must equal that of incoming paper shipments. If books are lost through the contractors' failure to take proper precaution against theft, the contractor is criminally liable and may be prosecuted by the Government.

Money Wasted in Reorders

A check in payment for printing ration books and forms used last July for regional rationing of gasoline was sent the contractor early in December 1942. Peculiar situations arising out of this job made earlier payment impossible.

These books were the first of their kind to be printed for the Government. No printer knew how to estimate costs, because the type of work was new to him and he did not realize the difficulties that would arise. The successful bidder set a figure of 92 cents per thousand for the first million and 86 cents a thousand for additional thousands. This price was estimated on a total of 39,000,000 A books. The number was cut to 12,680,000, so to bring the order to something approximately

its original size we gave the same contractor the B, C, D, E, R, and S-1 books--totaling 14,315,000. Prices for this group were negotiated and were as follows, respectively: $1.48, $3.32, $0.92, $3.32, and $3.32. The total for all books was $45,812.60.

A reorder on all books was placed almost before the first group was delivered. Prices quoted on all items were much higher than original prices. Here are comparisons: $0.92 (first order), $2.92 (second); $1.48 (first) $1.69; and $3.32, $3.32. The total on this order was $14,540.56. For a second reorder sent in on the heels of the first, prices remained practically unchanged.

We realized perfectly that prices on the reorders were high. We also knew the reason for the increase. The contractor had lost a great deal of money on his first quotation; he was to some extent recouping his losses on the reorders. His work was satisfactory, and he met delivery schedules. There was no reason why he should not be paid cost of production.

After giving the problem careful study from every angle, we decided to hold the contractor to his low bids on the original books but to allow $230 for additional make-ready necessitated by changes sent in by OPA (the ordering agency). In consideration of difficulties encountered, we decided that charges for reorders were not too greatly out of line.

The total amount paid for printing the regional gasoline books produced in June and July, not including instruction forms, etc., was $94,969.91.


JULY 1943
AUG. 1943
SEPT. 1943
OCT. 1943
NOV. 1943
DEC. 1943
FEB. 1943
MAR. 1943
APR. 1943

AN INFORMAL REPORT OF THE PUBLIC PRINTER

INDEX

	Page
LENGTHENED WORKWEEK DECREASES APPOINTMENTS	1
INCREASE IN WORK SHOWN.	3
PERSONNEL.	4
IN-SERVICE TRAINING.	5
HEALTH PROGRAM FURTHER EXTENDED	6
DEPARTMENTS EXPRESS APPRECIATION.	7
PROCUREMENT METHODS IMPROVED.	8
MINOR MACHINE CHANGES DOUBLE BINDERY PRODUCTION	10
OFFICE MAKES HUGE SAVING ON PRINTING ORDER	11
TIME, MONEY, PAPER SAVED BY G. P. O. SUGGESTION	15
LARGE JOBS PRINTED QUICKLY	16
Consumer Instruction Sheet	16
1944 Budget	17
Federal Register, January 16, 1943 . .	19
Forms for Internees and Aliens	21

LENGTHENED WORKWEEK
DECREASES APPOINTMENTS

The 48-hour workweek instituted in the Government Printing Office in January, in accordance with the President's request, is having exactly the results desired. The additional money earned by employees for more work is very welcome to them; the additional work performed by our present force largely eliminates the necessity of appointing new workers.

We have not yet evolved a plan to put the entire Office on the 48-hour week. In sections where three shifts are working (Bindery, Pressroom, etc.), we have found it impractical to allow shifts to overlap, as is necessary with an 8-hour workday and a 30-minute lunch period. Machines are extensively used in these sections, so during the 30-minute overlap of shifts one group of operators is of necessity idle. I am now trying to work out some plan under which the 8-hour day may operate economically in the three-shift sections, which for many months past have worked 45 hours a week--six 7½-hour days.

I have placed the entire composing division on a 48-hour week. This was easily accomplished, as in most sections we have only two shifts.

The total number of employees in the composing division in December was 1,763. It was impossible for them to perform essential work in 40 hours a week, so we worked overtime when it was absolutely necessary. In an attempt to retain the

40-hour week, we had requested the appointment of 95 additional employees in the division--23 compositors, 21 Linotype operators, 25 proofreaders, and 26 Monotype-keyboard operators. These proposed employees would have worked 3,800 hours in a 40-hour week, and even then overtime would have been needed. By lengthening the workweek for the people we now have, we are getting 14,104 additional hours of work each week and have found it possible to cancel our requests for added personnel in composing rooms. We shall even be able to absorb some future vacancies, by making transfers from sections where work is temporarily slack to those where there is a rush. Such leeway will allow more efficient use of personnel. In the past we have been forced to maintain a force capable of giving the quickest possible service. Thus our backlog of composition was kept to the irreducible minimum which would insure continuous employment.

The entire clerical and administrative force is now on a 48-hour week--40 hours at straight time and 8 hours at time and one-half, as is provided by the new overtime law for Federal employees. Lengthening the hours of work has largely solved our employment problem here, too. It is becoming increasingly difficult to obtain competent clerical help.

Employee turn-over has tapered off to separations for military service throughout the crafts but remains heavy among laborers. This will be true so long as Civil Service hiring practices are as they are today. Turn-over is expensive and extremely trying.

On the whole, the personnel situation is better in the Government Printing Office now than it has been for some time. Production in some instances has reached the apex; many knotty problems remaining will conceivably be solved soon.

INCREASE IN WORK SHOWN

In several of my informal reports to your committee I have commented on the volume of work being printed and procured by the Government Printing Office. I believe some comparisons of the fiscal year 1941-42 with 1939-40 will render the situation clearer than I have been able to make it in words. The following table gives some pertinent figures for the years mentioned:

	Fiscal year 1939-40	Fiscal year 1941-42
Purchase orders placed	10,044	14,470
Total expenditures (approximately). .	$ 7,830,000	$ 29,500,000
Purchase requests issued	10,000	17,035
Illustration requisitions handled . .	- -	300
Open-market proposals for material, paper and printing.	22,000	150,000
Open-market proposals for illustrations	400	600
Rejections issued on which suitable adjustments were made, etc. .	191	230
Paper received . . . . . pounds . . .	104,765,078	244,373,358 *
Envelopes received	107,406,436	155,383,898
Printing inks produced . . pounds . .	429,517	741,652
Amount of type metal standardized . . . . . pounds	14,217,750	11,163,926
Press rollers manufactured	5,866	7,000

* Includes 42,776,582 pounds delivered direct from the mills to commercial printers and Government departments on Government Printing Office orders.

[illegible]

It appears as the [illegible] [illegible] on [illegible] [illegible] [illegible]

PERSONNEL

The following is a report on the personnel activities of the Office of the Chief Clerk for the fiscal year ending June 30, 1942.

Total number of employees on rolls of the Office at the close of work June 30, 1941. . . .	7,313
Total appointments for 1942 fiscal year	2,178
Total separations for 1942 fiscal year	1,275
Appointments in excess of separations.	903
Total number of employees on rolls of the Office at the close of work June 30, 1942 . . .	8,216
Number of employees not in pay status June 30, 1942 (military leave, etc.)	499
Number of employees in pay status June 30, 1942 . .	7,717

During the 1942 fiscal year 96 employees of the Office were retired--34 on account of age, 23 on account of disability, and 39 voluntarily, under the revised retirement act. Of those retiring, 77 were men and 19 were women employees. Total retirements for age, disability, and optional from August 20, 1930, to June 30, 1942, have totaled 2,112.

The records of the Office show that during the 1942 fiscal year 36 employees--35 men and 1 woman--died.

IN-SERVICE TRAINING

The merits of in-service training have long been recognized in the Government Printing Office. It was not until the 1942 fiscal year, however, that we were able to inaugurate such training. Trade employees, it is true, are competent in the skills of their trade, gained during an apprenticeship. Even with these employees, in-service training proves profitable from the standpoint of production. When intelligently administered, it is the best avenue known for building up morale through helping even the most timid or stubborn employee to see worth-while meaning and purpose in the workings of the plant and in the individual's contribution to it.

Our beginnings in in-service training include:

1. Training conferences of superintendents, foremen, and assistant foremen.--These conferences appeared to be a source of guidance, inspiration, and encouragement, and offered an opportunity for expressing ideas.

2. A course of instruction given to members of our guard force to make them more conversant with the rules and regulations they are to enforce.

3. Training course for junior power-plant operatives.--This precautionary course of instruction, given to new employees of the Power Section since March 1941, has for its object the building and maintenance of a competent corps of employees, the avoidance of damage to expensive equipment by "green" employees, and emphasis on the need of constant care in guarding against personal hazards.

The course embraces 2 hours a week of lectures, practical demonstrations, and tests and home work on practical problems.

4. First-aid courses.--These courses are a part of the civilian-defense program, and were taken by many employee groups on their own time and at their own expense.

HEALTH PROGRAM FURTHER EXTENDED

The latest extension of the health program in the Government Printing Office is vaccination against smallpox. This is merely a precautionary measure, as no cases have been reported in the Office and no epidemic threatens. We made the service available, free of charge, to all employees who desired it. Vaccination began on January 6 and on January 30, 317 employees had been treated.

Vaccine, of the latest type, was obtained from the Health Department of the District of Columbia. Results have shown the vaccine to be potent, but reactions are much less violent than with earlier types.

This program is being carried out with almost no loss of employee time. Treatment is given in the various work sections.

Blood typing of employees is proceeding apace. On the 27th of January, some 600 had availed themselves of the opportunity to have their type recorded. This is excellent progress, in view of the fact that each reading requires 20 minutes. We now have a sufficient backlog to meet any conceivable emergency among our employees.

DEPARTMENTS EXPRESS APPRECIATION

Our relations with Government departments remain cordial. There are some complaints of poor service, but the departments complaining most bitterly are often the ones who come back later with the warmest commendation. Two letters exemplary of many we receive follow:

"January 15, 1943

"This is just a personal note of thanks for your cooperation in facilitating the binding of the reports for this office.

"The job is very well done and has attracted much favorable comment.

"Will you please call this note to the attention of the men who did the job so that they, too, will know our appreciation.

"Sincerely,

"W. M. Sheehan, Major, A. C.
"Chief, Air Section
"Transportation Division
"Base Services."

"January 14, 1943

"One month ago today, December 14, you addressed a letter to Rear Admiral Train offering to expedite in every way possible the completion of O. N. I. 249--Japanese Aircraft Manual--because of its importance to the fighting forces.

"We are pleased to report receipt today of advance copies of this very welcome contribution on the part of the Government Printing Office to the war effort. Moreover, we are deeply appreciative of the fact that in the midst of so much necessary printing in connection not only with military operations but with the Nation-wide rationing campaign you have been able to effect such speedy delivery.

"Thanking you for your cooperation, which has been very helpful to this office and to the Navy, I am

"Very sincerely yours,

"M. M. Zacharias,
"Captain, U. S. Navy,
"Acting Director of
Naval Intelligence."

PROCUREMENT METHODS IMPROVED

Warehouse managers made deputy purchasing agents.

On January 1, 1943, instructions were issued to all Government Printing Office warehouse managers to facilitate the procurement of plates and printing through purchase orders issued by the field warehouse managers as deputy purchasing officers. The instructions will insure uniform procedure in all procurement transactions.

In order to make this procedure possible, schedules of prices for the various kinds of printing needed have been compiled. The prices selected are the average of bids received in the area in question and may vary from one area to another. Estimates and requisitions for the work needed are prepared in the Government Printing Office, and the warehouse manager may not deviate from the estimates.

The names of the printers who have accepted our schedules are furnished warehouse managers. Contracts are offered these firms in order. When the first firm has produced printing valued at an amount arbitrarily selected, the next firm will be offered work of the same value, etc. If any printer refuses work, he must wait until the rest of the list has been exhausted and his name is reached again before he will have another chance.

This procedure will greatly speed and simplify procurement of Government printing. The warehouse managers are in much closer contact with printers and platemakers in warehouse areas than the Printing Office can be. They can keep a closer check on performance than we can from Washington.

G. P. O. warehouses are located in New York, Chicago, San Francisco, Dallas, and Atlanta.

A copy of the instructions is attached to this report.

Specifications for posters.

In another attempt to simplify procurement of essential printing, the Government Printing Office has drawn specifications covering posters.

Considerable difficulty has been experienced in obtaining the service on posters that was desired. Facilities for such work are comparatively limited in the commercial field and are completely lacking in the Office. Prices have in some cases been high and manufacture slow. Through experience we have learned where we may expect full cooperation.

The new specifications are written to cover all kinds of poster work. In order to utilize equipment to the full, we have arranged to split contracts where necessary--procure plates from one firm and printing from another. Prices will be standardized and performance improved.

MINOR MACHINE CHANGES
DOUBLE BINDERY PRODUCTION

Adaptation of available machinery to the work we have to produce remains one of our principal weapons in licking our production problems. This was recently demonstrated anew in printing and binding War Department Field Manuals.

The demand for Field Manuals has increased in proportion to the growth of our Army. Production time allowed is always short. Methods of manufacture used in peacetime proved inadequate for wartime needs. The volume of other essential work was so great that we could not allocate additional equipment to the production of the manuals. The only thing left was to devise more efficient use of the equipment devoted to their manufacture.

In an earlier report I described to members of your committee an ingenious procedure developed here--that of running books "two-up" from one set of plates. Type pages are imposed in such a way that when the press sheets are gathered and folded each set produces two complete books printed "head to head" (the top of pages on one book to the top of those of another). The advantage of such imposition is that two books are finished with the number of operations necessary formerly to complete one. A simple chop on a cutting machine separates the books.

This procedure had proved very satisfactory for self-covered or uncovered books. The manuals have a separate cover. When we began running them two-up, we found that we could print, fold, and wire stitch them without difficulty but that, with equipment then on hand, we could not cover both of them at the same time. One cover was put on, then we had to run the books through

the machine the second time to apply the other cover. The second time through, they had to be dropped in by hand. This resulted in development of a bottleneck in the Bindery and offset some of the gains we had made in other divisions.

The Superintendent of Binding recognized the problem and recommended that certain mechanical changes be made to cover the books two-up. He consulted the Machine Shop and explained the problem to them. They found it possible to make the parts and began work at once. The machine was kept in production until the parts were completed.

The attachments were installed and the machine tested. It functioned perfectly on the two-up binding. It doubled Bindery production on the books, decreased handling and hauling, and released a vast amount of floor space which had formerly been occupied by half-finished work. We are now meeting delivery schedules on Field Manuals with ease.

OFFICE MAKES HUGE SAVING ON PRINTING ORDER

The Government Printing Office recently effected a saving of more than $1,365,000 on a single printing order for the War Department, and at the same time assured faster delivery than had been requested. This accomplishment has demonstrated anew the desirability, from the point of view of ordering agencies and taxpayers, of having all printing orders come through, and be handled by, the Government Printing Office.

The order referred to is for message books for the Signal Corps. These were used before the war, but in numbers so small that their procurement was not a matter of moment. They constitute specialty printing which we are not equipped to do in the office, so waivers have always been

requested and granted. A private printing firm made the design now used and formerly printed the books. Their charge was approximately 20 cents a book or $200 a thousand.

On November 25 we received a requisition for 3,000,000 of the books. This was followed on December 12 by an order for an additional 10,000,000. At the old price (if the former contractor had been able to produce the books, which he was not) the total bill would have been $2,600,000!

We decided to invite bids on a competitive basis, wrote specifications, and circularized the industry. Results were enlightening. Bids submitted ranged from a high of $140 a thousand to a low of $85.50. The printer who had previously charged $200 a thousand bid $127.50 but was granted no part of the order.

An unfortunate angle in the message books (from our point of view)is that press area and type of equipment needed for their production are identical with those of Ration Book No. 2. Hence, firms tied up with ration printing could not be considered, as delivery on the message books must begin almost immediately and ration printing cannot be delayed. We explored the remaining field thoroughly and sent 15 invitations to bid. Two firms were unable to bid, and three others quoted prices so high that they could not be considered.

Contracts were let to the remaining 10 firms for as many books as they could produce at a steady rate in the next 10 months. War had requested delivery of 1,000,000 monthly; we can guarantee delivery of 1,440,000 beginning in January, and 600,000 more from March on. Here is how we handled the job.

We granted contracts for 50,000 to 300,000 completed books monthly to six printers, in the quantities they said they could produce in the next 10 months. This was not nearly enough books.

When we found that it was impossible to get the completed message book from all available contractors, we resorted to something new--that is buying the printing from one contractor and the binding from another. We contacted a New York fan-fold company. They had facilities available (with minor changes in design) to produce 300,000 sets monthly immediately and 900,000 monthly, beginning in March. A New York binder offered to bind 1,000,000 books monthly at $40 a thousand. This, plus the $2.30 per thousand charged by the printer for 1,000 sets of the yellow three-part section of the book and $1,50 for the white two-part section caused the total to exceed the $95 per thousand figure above which we refused to go. Further negotiation with the binder produced a binding charge of $32.50 per thousand or a total of $94.50--50 cents under our limit.

It was absolutely essential that we procure these books according to request. Hence, it was essential that we include as many firms as possible in the job. One Cleveland firm offered to produce 1,500,000 of the books at a price of $133 a thousand. We asked him to refigure, and he sent in a new estimate of $102. After additional discussion, he decided that he could make a profit at $95 a thousand. On this one part of the order (1,500,000 books), we saved the Government $58,000.

On the total order of 13,000,000 books, saving from the old price of $200 a thousand, figured at our top price of $95 (actually some books were bought at $85.50), is $1,365,000.

TIME, MONEY, PAPER
SAVED BY G. P. O. SUGGESTION

The Government Printing Office recently procured 500,000 copies of a 40-page (self cover) booklet for the Office of Civilian Defense. It was printed by the rotogravure method--one of the cheapest and fastest methods of reproduction. The cover was in red and blue and text in red and black. Trimmed page size was 8 by 10½ inches.

The Printing Office has no equipment for rotogravure printing, so we were forced to procure the printing commercially. Seven invitations to bid were sent out; three bids were received--$12,841.26, $16,271, and $12,733. The low bidder--a Chicago firm--was granted the contract. His location was ideal, as delivery was to some 150 points throughout the country. The contract was let on October 24, and reproduction proofs and original art work were sent the contractor on that date. He was allowed 18 days (until November 11) to complete and deliver the job. He met the dead line with ease.

The $12,733 figure set for this booklet is not unreasonable. Presses are adjusted to fold and gather in multiples of 8 pages (8, 16, 24, 32, 48, etc.). When a number of pages between signature numbers (as in the case of the booklet under discussion, containing 40 pages) is run, extra pages must be inserted in the bindery. This takes time and increases costs.

Early in December, OCD asked for a reprint of 10,000,000 copies of the booklet, with revisions. The suggestion was made, and accepted, that it be condensed into 32 pages. This was easily possible by changing the lay-out so that illustrations were combined with type instead of run on separate pages, as they had been on the first printing. This effected a saving of 20 per cent on paper and eliminated the insert.

This is another example of the varied services performed by the Government Printing Office.

LARGE JOBS PRINTED QUICKLY

Consumer Instruction Sheet

The Government Printing Office has now (January 7) reached the half-way point in the production of one of the large, rush printing orders which continue to flood us. This is the dodger, printed face and back, entitled Consumer Instruction Sheet, which explains point rationing and the use of Ration Book No. 2. The requisition, for 60,000,000 copies, was received at 5:56 p. m. Saturday, December 26, and complete delivery to destination was required by January 15.

As the dodger was for Nation-wide distribution, OPA (the ordering agency) asked for area printing to decrease shipping time and costs. This was the logical manner in which to procure copies for distribution far from the District of Columbia; for the eastern part of the country they could be printed more quickly and economically in the Printing Office than in a commercial plant. We had sufficient paper (newsprint) on hand to run the job and a suitable press that could be used during the congressional recess.

In view of the situation, we split the order, keeping 27,310,000 (all for eastern distribution) in the Government Printing Office and splitting the remaining 32,690,000 among six contractors--in Denver, San Francisco, Chicago, St. Louis, Cleveland, and Houston, Tex. This kept the order for each plant to a size that could be run in the time permitted.

OPA requested proof by Tuesday, December 29. It was furnished as requested. Three revises were required because of changes in copy, so it was not until Tuesday, January 5, that the O. K. proof was received. Work on patterns for our contractors and printing plates for ourselves began at once, and on Wednesday, January 5 (only 9 days before delivery) the patterns were sent out by

air express, and our share of the job began its press run.

The only way we could run the dodgers economically was on a fast rotary web press. We planned the job to run and deliver slit top and bottom and folded like a 32-page signature of the Congressional Record. Each press impression printed 32 complete copies, face and back. The capacity of the press is 12,000 impressions an hour, or approximately 384,000 copies. Considering the effective press day to be 21 hours, more than 7,000,000 copies would come off each day. Two laborers were required to remove finished copies from the press, and some 10 or 12 Bindery employees were kept busy jogging, stacking, and loading the printed material on trucks to transport it to the Bindery for trimming.

The continuous trimmer in the Bindery was adjusted to eliminate entirely one operation. The "signatures" were fed in so that they rested on their short edge and the knives which normally trimmed top and bottom trimmed the sides instead. Top and bottom were not trimmed. Thus with one "chop" each signature became 16 separate copies. This use of the cutter reduced the cost of trimming from $2,160 (normal cost for trim on all sides) to $340. The time required was only a fraction of what it would have been on a flat-bed trimmer.

1944 BUDGET

The Budget for the fiscal year 1944--the largest in history in appropriations requested--was the smallest for some years in the number of printed pages. It contained 989 pages--325 less than the 1943 Budget. The explanation of the curtailment in length is that estimates of appropriations in detail for the war agencies were not included. Probably these will be printed as a supplementary Budget sometime in the spring.

The first copy for the Budget was received in the Office on November 6; the last--the President's Message--on January 2. The total number of folios was 9,438, and the greatest number received in 1 night was 1,313. The copy was set in type, read, corrected, and proved nightly, as it was received. Ten galley proofs of all new material, 10 page proofs on the entire job, and 10 additional proofs of all pages requiring revision were furnished. A total of some 30,000 proofs was pulled.

The number of copies of the complete Budget printed is only 3,501. This sounds like a simple job; actually it is one of the most complicated and difficult pieces of printing that we are called upon to do. There are 10 separate prints--the complete Budget in 4 different forms; curtailed Budget in 3 forms; press release of the President's Message and summary; press release of the President's Message along; and the President's message on writing paper. These different forms are bound differently--some wire stitched without cover; some stitched, with paper cover; some sewn, with paper cover; some sewn and bound in buckram; and 7--the President's copies-- are sewn and bound in half morocco.

The closest possible cooperation between the composing, press, and bindery divisions was necessary while work on the Budget was progressing. Certain "signatures" appeared in all copies; others appeared in several different forms; parts of some signatures were bound as separates. Whenever possible, enough copies of each signature for all forms were printed at the first run. About 64 pages were reimposed for use in separate prints.

On December 30, the first 832 pages were released for printing. This section was folded, gathered, and held in the Bindery awaiting printing of the remainder. The final O. K. to print came at 9 p. m. January 6, with complete delivery specified by noon January 8. Presswork was finished at 6 a. m. January 7, so delivery was accomplished easily.

Federal Register, January 16, 1943

The Federal Register printed Saturday, January 16, was one of the largest ever printed. According to the law "The contents of the daily issues (Federal Register)* * * shall comprise all documents, required or authorized to be published* * *." Ordinarily these documents are published the day they are released; thus no accumulation is dumped in any one issue.

The bloated Register of January 16 resulted from the release for printing, by the Alien Property Custodian to the Archivist of the United States, of a list of some 18,000-odd foreign patents which "in the national interest" are vested in the Alien Property Custodian, "to be held, used, administered, liquidated, sold, or otherwise dealt with in the interest of and for the benefit of the United States." So the list of patents issued to nationals of countries now at war with us was ordered printed.

The interest of the Printing Office was solely in printing the lists. Originally the Archivist requested that they be printed within 1 week after the Alien Property Custodian released them. Later he asked that they be held until January 16, to allow time for advertising and receipt of requests for extra copies. This would obviate the necessity of a reprint to meet requests. The quantity on the regular daily Register is 20,450; on this special issue it was 24,200.

The copy consisted of 1,467 four-fold folios, typed by a business machine. Only capital letters were used, and there was no punctuation. There was nothing to do but to follow the copy literally. Information included patent number, name of owner (last name first in some but not all cases), name of invention, issue date, and finally a number in parentheses, denoting the nationality of the inventor.

The only way to handle this difficult and bulky composition was to set the type, read proof, make corrections, and make up the pages in advance.

To accomplish this we had to establish a style for the lists that would give a number of pages that would not overtax available press equipment. The office of the Superintendent of Documents set several samples in acceptable styles and submitted them to the Archivist for approval. Then we set the type and made up the pages--187 of them. We had to use dummy folio lines, as there was no way of knowing 3 weeks in advance what the actual folios would be. The ems of type totaled 1,932,800.

On January 15, copy for that day's issue of the Register arrived at various times during the day. The last folio was received at 1:30 p. m. All type had been set, read, and corrected by 2:30 p.m., and at that time make-up on the new material began. One hundred fifty galleys of new type (345,600 ems) were made up to 48 pages before we reached the dummy and could begin replacing dummy folio lines with true folios. It was 3:40 p. m. when new make-up was completed and we began folioing the 187 dummy pages. Twenty minutes later (at 4 p. m.) the first form went to the casting room. The last form went at 6:30 p. m. This speed was possible only because careful plans for handling the work had been made in advance. An ample supply of imposing materials was at hand; stones had been cleared and the type pages laid out in sequence; experienced imposers to whom the job had been explained in advance did the work; and a sufficient force of stereotypers to give fast service was available.

The first press began its run at 10:45 p. m., the second at 11:45, the third at 2:05 a. m., and the fourth at 3:55 a. m. As the signatures left the press, they were assembled, side wire-stitched, and trimmed by Bindery workers.

This 250-page Federal Register was only one job being printed on the night of January 15. Other work continued uninterrupted.

Forms for Internees and Aliens

Twelve forms printed and procured in January for the Office of the Provost Marshall General carry more than usual interest for civilians, most of whom have little conception of the wide ramifications of the present war and of the printing that is essential to prosecute it. These forms include internee deposit books, regulations and final statements of individual internees, memoranda, pay rolls of civilian enemy aliens and prisoners of war, continuation sheets for the pay rolls, memoranda relating to the pay roll, pay roll of officer prisoners of war, continuation sheets and memoranda referring to this pay roll, and a disbursing officer's record of internees' deposits and withdrawals. All forms except one were 8 by $10\frac{1}{2}$ inches; one was 8 by 5 inches. Seven were printed face and back; five face only. Some were folded and crimped; some were punched; and some had to aline for manifolding. The total number of copies requested was 3,950,000--in quantities on individual forms ranging from 50,000 to 750,000.

Requisitions for all 12 forms reached the Office just before 10 a. m. Thursday, December 31. Proof was requested at 9 a. m. Monday, January 4, and delivery was to be completed by January 23. Some forms were new, so it was necessary to set the type; others were reprints, on which the type could be picked up and corrected.

The Planning Division scheduled the jobs for immediate production. The jackets for all forms were written on January 1, and estimators and planners completed their work promptly. The type was set in the Job Room, and all proofs were sent out on time. Sufficient stock was on hand to run all forms. The Platemaking Division performed their share of the work without delay. Forms were sent to the Pressroom with instructions to run at once.

Our presses operate at capacity 24 hours a day. We are producing more chargeable impressions than we have ever been able to in the past. We are

planning work for our presses as carefully as is possible, and we continue to procure large quantities of surplus work commercially. In spite of these facts, we found ourselves in an embarrassing situation in relation to the forms. The presses for which they had been scheduled--the presses on which they could be run fastest and most economically--were loaded with other "must" work, much of it for War and Navy. In the main pressroom, these presses had 11 days' continuous work; in Job press, 50 days' work was waiting! We did not even have bases available for locking the plates for press.

In order to furnish the forms with as little delay as possible and at the same time not delay other work deemed by the ordering agency to be just as urgent, we decided to procure seven of the jobs commercially and print the other five here. To do our share it was necessary to lift forms which were running and put on the new work. At this time (January 27) we expect to deliver all forms by January 30. This is 1 week later than the request date.

At the risk of becoming repetitious, I must state again that much of our difficulty in meeting delivery dead lines is occasioned by the failure of war agencies to recognize that other war agencies are as urgently in need of printing as they. If they would order their work early enough to allow reasonable production time, our equipment could be used more efficiently and much better service could be given. Often one job of an agency is put in competition with other orders of the same agency--an illogical procedure.

United States GOVERNMENT PRINTING OFFICE

WASHINGTON, D. C., JANUARY, 1, 1943

INSTRUCTIONS AND PROCEDURES FOR THE PROCUREMENT OF PLATES AND PRINTING THROUGH FIELD WAREHOUSES

IN ACCORDANCE WITH THE PROVISIONS OF PURCHASE CIRCULAR NO. 1, AND UNDER THE CONDITIONS OF TERM CONTRACTS AND PROPOSALS

TO ALL WAREHOUSE MANAGERS

The following instructions are issued to facilitate the procurement of plates and printing through purchase orders issued by the field warehouse managers as deputy purchasing officers. In order that a uniform procedure shall be observed by each warehouse, the instructions as issued will govern all procurement transactions. Any deviation therefrom shall be made the subject of a separate request for instructions by the manager.

The Government Printing Office will forward to each warehouse manager a copy of the signed schedules of prices or contracts for plates, forms, and other printing. The copies of such agreements will include an alphabetical list of all contractors who have accepted the terms. Orders will be issued for both plates and printing in rotation among the platemakers and/or printers, so that, as far as possible, the work will be evenly distributed. The order in which the names are arranged will be the same order that must be followed in offering work to the contractors by the warehouse managers.

Estimates and Purchase Requisitions for Contract Printing and Binding, Form R–2442 (See Fig. 1) **and R–2443** (See Fig. 2): The estimate and requisition shall contain a complete estimate of the cost of the job, and no request shall be referred to a warehouse manager for procurement of work unless the entire cost thereof shall have been entered on the form. Under no circumstances shall a warehouse manager alter any estimate. In case a change is necessary, a request shall be made for the issuance of a revised estimate and purchase request by the Planning Division to be approved by the Director of Purchases. Where work on a jacket is of such magnitude that orders will be given to several contractors, a separate form of estimate and purchase request shall be made for each part of the order so distributed.

The estimate and request form will be made in quadruplicate. The Purchasing Division will receive three copies at the time request is made for placing the order through the warehouse manager. That division will retain the original, and forward the duplicate and triplicate to the manager for procurement of the work. The Planning Division will retain quadruplicate copy. The warehouse manager will furnish the contractor with the duplicate at the time the corresponding purchase order is given, and keep the triplicate for his files to be maintained in accordance with names of contractors.

Records To Be Maintained: Planning Division in issuing the estimate and purchase request will show the number and date of the request under the heading "Field Purchase Request."

The Purchasing Division will maintain a record showing the estimate and request number (which will be printed in numerical sequence), the jacket number, date of reference to the field, and date and number of field purchase order (when received).

Purchase Orders To Be Issued by Warehouse Managers: The warehouse manager shall issue purchase orders as follows: Purchase Order on Platemaker, Form R–2440 (See Fig. 3), and Purchase Order for Printing, Form R–2441 (See Fig. 4).

The copies will be distributed as follows: Original to the contractor, second and third copies to Division of Accounts, fourth copy to Purchasing Division; fifth copy to Planning Division, sixth copy for contract file in warehouse manager's office, seventh copy for numerical purchase order file in manager's office.

A separate series of purchase order numbers shall be maintained for each field warehouse as follows:

New York	40,000 to 49,999
Chicago	50,000 to 59,999
San Francisco	60,000 to 69,999
Dallas	70,000 to 79,999
Atlanta	80,000 to 89,999

Purchase Orders for Platemaking and Printing: Purchase orders will be given in rotation on the basis of term contracts or proposals, at the time of placing an order for printing, the warehouse manager will issue Form R–2440 (See Fig. 3) "Purchase Order on Platemaker" when plates are to be procured. This order will constitute authorization to commence work according to specifications. No change can be made in any provision, term, quantity, cost, or operation

in the estimate and purchase request except on written authorization from the Director of Purchases, Washington, D. C., copy of which will be furnished the Division of Accounts. No oral statement of any person shall be allowed in any manner to modify or otherwise affect the terms or the conditions, specifications, or contract. Any oral instructions for changes given in emergencies must be immediately followed by telegraphic or other form of written confirmation from Washington. The warehouse manager will thereupon issue a supplemental Purchase Order on unnumbered form, citing his authority, using the original purchase order number and following the same distribution.

Printers will undertake printing only on receipt of Form R–2441 (See fig. 4), "Purchase Order for Printing."

Competent makeready, careful press running, and good quality of work are essential. Requirements relating to presswork must be indicated in the specifications complete in all respects.

Binding operations will also be indicated in detail in the specifications, and no order should be given in any way at variance with the specifications.

The manner of supplying paper required on any job will be indicated by stamp or otherwise on the estimate and purchase request before forwarding the form to the warehouse manager. Should any change whatsoever occur in printing specifications, the manager should communicate with the Director of Purchases.

Grouping of Orders and Limitation of Amount to Contractors: Purchase requests and plate orders may be grouped or combined to the extent of $100 and placed with one contractor where such action is to the advantage of the office or simplifies the procedure. This grouping or combining will not affect the general scheme of rotation. When the total group of orders placed with a contractor through rotation amounts to $500, a notation to this effect will be placed in the file of the contractor and his name will be skipped in the placing of orders until the other contractors have received orders in rotation equalling this amount. When all contractors have received orders of $500, the limitation will be raised to $1,000, then $1,500, etc.

Purchase requests and orders for printing to be placed under standard rate contracts or proposals may be grouped to the extent of $1,000 and placed with one contractor where such action is to the advantage of the Office or simplifies the procedure When the total orders placed with a contractor through rotation amount to $5,000, a notation will be made to this effect in the contractor's file, and his name will be skipped in the placing of orders until other contractors have received orders in rotation equalling this amount. When all contractors have received orders equalling $5,000, the limitation will be raised to $10,000, then $15,000, etc. Where single orders equal more than the limitations explained above, the amount of a single order will govern the operation of the limitations. For example, if a contractor receives a single order equalling $10,000, notation will be made to this effect in his file and his name will be skipped until other contractors have received an approximately equal amount.

Selection of Contractor by Rotation System: The term contracts or proposals established by the Government Printing Office for platemaking and printing will provide a list of acceptable suppliers for the work desired. The names of all contractors agreeing to each set of standard rate contracts or proposals will be set up in an alphabetical file for each contract or proposal and selection will be made in this alphabetical sequence.

Upon completion of the proper purchase order form, R–2440 or R–2441 (See Fig. 3 and 4), the sixth copy of the form will be filed behind the name of the contractor. The seventh copy will be kept in a numerical file according to the purchase order number. When the purchase request and specification forms are received by the warehouse manager for procurement of work in his area, he will refer to the numerical file to determine the last contractor awarded work of the type required and the alphabetical file to determine the next contractor on the list. The warehouse manager will then contact the firm to determine whether they will accept the work order if placed with them. If a contractor accepts the work, an order will be made out in his name and the work will proceed according to the routine established.

When a contractor, upon being consulted to determine whether he will accept work, declines the order, the regular purchase order form will be filled out in brief, showing the name of the declining contractor, the purchase order number, jacket number, department, quantity, and title. Across the face of the form will be clearly written the word "Declined." The form will then be distributed in the usual fashion and the order form will be maintained in both the numerical and the alphabetical files in the same manner as provided for an accepted order. The warehouse manager will then contact the next firm in sequence and follow the same procedure until an acceptance is received.

Receipts for Plates and Confirmation of Return of Government Property: In connection with the issuance of orders for the manufacture of plates, the warehouse manager will prepare in quadruplicate Form 2447 (See Fig. 5) "Receipt for Platemaking Material," for plates, patterns, etc., to be removed from storage for release to the platemaker (or printer) upon call. Copies of the form will be distributed as follows: Original to be signed by platemaker (or contractor) upon receipt of plates or patterns; duplicate to be kept by contractor for his files; original and triplicate to be retained by clerk in warehouse as authority for release of the plates; the quadruplicate to be held by manager in numerical file by order number. Upon return of the plates or patterns to the warehouse, the clerk will sign the original and surrender same to the contractor and stamp "Returned" (with date) on the triplicate and quadruplicate copies in the warehouse. The original copy must be submitted with the contractor's voucher.

Printers having contracts must give receipts to platemakers for plates furnished for work. "Notice of Shipment—Confirmation of Delivery," Form R–2196 (See Fig. 6) shall be prepared by the platemaker in quadruplicate for each delivery of manufactured plates. Copies of the form will be distributed as follows:

Original and duplicate will be forwarded by the platemaker upon shipment of plates to the printer; the printer will sign and return the original which will thereafter accompany the platemaker's voucher as evidence of delivery; the duplicate will be held by the printer; the triplicate will be forwarded to the warehouse manager for transmission to the Government Printing Office; and the quadruplicate will be retained by the platemaker.

After the printer has finished printing, the plates must be returned to the warehouse manager. "Confirmation of Return of Government Property," Form R–2203 (See Fig. 7) will be prepared in triplicate by the printer. The original copy will be signed by the Government representative receiving the plates; the duplicate copy will be held by the Government for release of contractor's accountability for the plates; and the triplicate will be retained by contractor. (The printed address should be deleted from the present form.)

Overruns: The prices stated for printing cover the cost of normal production including allowances for waste, spoilage, etc. Overruns of printed matter developed through the occurrence of less waste or spoilage than anticipated must be reported with request for instructions regarding disposal. Paper supplied by the Government over the amount required must be returned at the time of delivery of the order. Payment will not be made for overruns.

Deliveries and Receipts: For each delivery of printing the contractor must obtain from the consignee a separate receipt (Form R–2196) (See Fig. 8) evidencing delivery of the material, and attach same to the voucher upon rendering the bill to the Government Printing Office. The receipt must show the order number, jacket number, department requisition number, form number (if any), number of packages, and the quantity of all packages delivered. A statement merely showing the weight of the consignment or the number of skids, packages, cartons, etc., is not sufficient information to establish delivery of the order.

Notice of Shipment and Confirmation of Delivery: "Notice of Shipment—Confirmation of Delivery." Form R–2196 (See Fig. 8), will be sent to the contractor in quadruplicate at the time an order is given for printing or platemaking. The copies will be distributed by the contractor as follows: Original and duplicate copies will be sent by the contractor to the consignee who will receipt and return the original, and retain the duplicate for his file; triplicate copy will be sent to the warehouse manager for transmission to the Purchase Division; quadruplicate copy will be retained by the contractor.

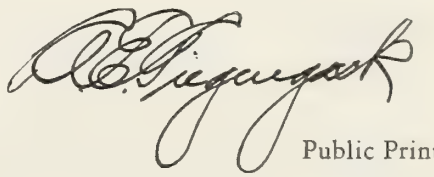
Warehouse managers are not authorized to waive any requirements relating to delivery receipts.

Payments on Invoices: Voucher Forms 1034 and 1034a and invoice form R–149 will be supplied to the contractor by the warehouse manager at the time the order is given. The contractor should submit to the Government Printing Office the voucher Form 1034 and copy (Form 1034a) and Form R–149 in duplicate, in rendering his bill for the work performed. Extra charges of any nature must be authorized in advance by written order.

Accountability Records in Warehouse: The warehouse manager shall maintain suitable records to show paper, patterns, plates, and other articles furnished contractors, including date and manner of delivery, and the return or other disposition of same. Charges in the records will be made from the several forms acknowledging receipt of the shipment, and credits will be made on the form indicating the return or other disposition of the property.

Warranty: In accepting the order the contractor warrants that he has not employed any person to solicit or secure the contract upon any agreement for a commission, percentage, brokerage, or contingent fee, and that he expressly agrees any breach of this warranty shall give the Government the right to annul the contract, or in its discretion, to deduct from the contract price or consideration the amount of such commission, percentage, brokerage, or contingent fees. This warranty shall not apply to commissions payable by contractors upon contracts or sales secured or made through bona fide established commercial or selling agencies maintained by the contractor for the purpose of securing business.

Application of Purchase Circular No. 1:—Each purchase order given by a warehouse manager shall contain a statement that unless otherwise specified the contract is subject to all provisions of Purchase Circular No. 1 of July 1, 1942.



Public Printer.

Form R-2442 — UNITED STATES GOVERNMENT PRINTING OFFICE — Field Purchase Request 15000

ESTIMATE AND PURCHASE REQUEST FOR CONTRACT PRINTING AND BINDING

Field Warehouse in Chicago — Contract No. 2410-43 — Date January 1, 1943

Jacket No.	Req. No.	Dept.	Quantity	Number of pages	Form No.
500001	3000 c	AGO(Wkr)	25,400	240	TM15-40

Jacket No.	Req. No.	Dept.	Quantity	Number of pages	Form No.

☒ Letterpress ☒ Flat ☐ Rotary ☐ Perfecting
☐ Offset ☐ Albumen ☐ Deep etch

1. IMPOSITION AND MAKE-READY:

TEXT AND COVER:

Number of forms	Number of pages	Size of form	Rate per form	Cost
7	32	35 x 45	$36.70	$258.30
1	16	22½ x 35	17.70	17.70
1	4 (Cover)	18 x 24	5.95	5.95
		x		
		x		

PASTERS:

1	4	16 x 24	$13.35	$.13.35
		x		
		x		

NOTE.—(1) If Offset, cost of plates will be included. 295.30
(2) Add $0.45 per page for all pages containing halftones over 15% in the book.

2. PRESS RUNNING:

TEXT AND COVER:

Number of impressions	Size of form	Rate per M impressions	Cost
177,800	35 x 45	$.4.08	$725.42
25,400	22½ x 35	2.44	61.98
6,350	18 x 24	1.95	12.38
	x		
	x		

PASTERS:

25,400	16 x 24	$.1.54	$.40.34
	x		
	x		

NOTE.—(1) See Supplement A, Contract R-2410-43, if coated stock is supplied.
(2) Add $0.02 per page per M impressions on forms containing halftones. 840.17

3. NEGATIVES:

..... pages @ $2.25	$.....
..... pages @ $3.50	.....
TOTAL (carried forward)	1135.47

4. BINDING:

☒ 1 up ☐ 2 up
☒ Wire stitching ☐ saddle ☐ side
Smyth sewing ☒ Paste ☐

Pages	Number of copies	Rate per M	Cost
128	25,400	$22.47	$570.74
32	25,400	3.79	96.27
32	25,400	3.79	96.27
32	25,400	3.79	96.27
16	25,400	3.05	77.47

PASTERS—FOLDING:

Quantity	Number of folds	Right angle	Par.	Rate per M	Cost
101,600	2	X		$1.10	$.111.76

TIPPING:

Quantity	Number of folds	Rate per M Outside	Rate per M Inside	Rate per M Slit	Cost
101,600	2	$2.50			$254.00

LIPPING:

Quantity	Rate per M lips	Cost
		$.....

Cutting covers (TM or FM) 25,400 M @ $0.19 per M ..... $ 4.83
Keyhole punch (AR or TO) ..... M sheets @ $0.20 per M .....
Wrap-tie-pack 231 cartons @ $.10 per M 23.10
~~1380.91~~

ADDITIONAL CHARGES (explain):
CARTAGE @ $.08 per cwt. 15,500 lbs. 12.40

TOTAL (col. 2)	$343.11
TOTAL (from col. 1)	1135.47
GRAND TOTAL	2478.58

(Warehouse manager must make no change in these specifications or amounts.)

NOTE TO MANAGER.—Paper will be supplied from G. P. O. ☐ from warehouse ☒ from mill ☐.

Request is hereby made for the purchase of the foregoing services and supplies at the prices and in accordance with the listed specifications.

PREPARED BY: J. B. Brown, *Specification Writer.* — PASSED BY: C. D. Gray, *Superintendent of Planning.* — APPROVED, PUBLIC PRINTER, BY: C. H. Jones, *Director of Purchases.*

Request received in Purchasing Division Jun. 2, 1943 — Purchase Order No. ..... — Dated .....
Sent to Field Warehouse in Chicago — Date Jun. 3, 1943
Ordered from ..... — Address .....

ORIGINAL—To be filed in Purchase Division. 80719

DUPLICATE—To be forwarded to Field Warehouse for submission to contractor with order. 80719

TRIPLICATE—To be filed in Field Warehouse under contractor's name. 80719

QUADRUPLICATE—To be filed in Planning Division. (Small jacket.) 80719

FIGURE 1

U. S. GOVERNMENT PRINTING OFFICE

SPECIFICATIONS FOR FIELD MANUALS

Trim Size: 4⅜ x 6¾. (Type page 3½ x 6¼ inches.)

Printing: Relief or lithographic process may be employed depending on kind of composition furnished. Clean and sharp printing in black ink required. Covers print one side only, exceptions will be indicated in table. Margins: 1½-pica head, and 2¾-pica back, except side wire-stitched books will have 3½-pica back.

Binding: Fold, gather, stitch or sew, trim flush. If manuals contain pasters or illustrations larger than page size, they are to be folded to 4¼ x 6¼, inserted, and tipped into book as indicated on proof or copy. See table for further instructions.

Paper: GPO will furnish any of the following papers as indicated in the table:

For text (128 pages out of each sheet):

Prop. 5091 White MF Book, 36 x 56—170 lb. per M (basis 25 x 38—80—1,000).

Prop. 5093 White Supercal. Book, 36 x 56—191 lb. per M (basis 25 x 38—90—1,000).

For pasters: ---- all paper for pasters. White 25% Rag map paper (basis 17 x 22—32—1,000).

For cover: Prop. 5095 Tan Bristol, 28 x 38—366 lb. per M (basis 22½ x 28½—220—1,000).

Packing: GPO will furnish corrugated containers 18″ long, 6⅞″ high, by 9″ wide. Average weight for 100 cartons will be 100 pounds. Contractor will assemble containers with proper glue, staples, or tape and pack manuals in two rows with a corrugated separator between each row. Separators will be furnished with containers. Mark title, quantity, Requisition No., Jacket No., and Order No. on each container.

Delivery: The contractor will ship prepaid the quantities indicated in the table to any of the following addresses: Payment will not be made unless receipts signed by consignees accompany the invoice.

Commanding Officer, Boston A. G. Depot, 594-596 Commonwealth Ave., Boston, Mass	2500
Commanding Officer, New York A. G. Depot, 641 Washington Street, New York, N. Y.	2500
Commanding Officer, Baltimore A. G. Depot, 601 S. Haven Street, Baltimore, Maryland	1250
Commanding Officer, A. G. Depot, Fourth Service Command, Glenn St. & Murphy Ave., S. W. Atlanta, Ga	5000
Commanding Officer, Columbus A. G. Depot, Buckingham & Grant Streets, Columbus, Ohio	1250
Commanding Officer, Chicago A. G. Depot, 111 N. Canal Street, Chicago, Illinois	2500
Commanding Officer, Omaha A. G. Depot 1113 North 13th St., Omaha, Nebraska	2500
Supply Officer, A. G. Section, San Antonio Quartermaster Depot, Fort Sam Houston, Texas	2500
Commanding Officer, Ogden A. G. Depot, 2325 Wall Avenue, Ogden, Utah	2500
The Adjutant General's Office, 60 Florida Avenue, N. E., Washington, D. C.	2500
Superintendent of Documents, Government Printing Office, Washington, D. C.	400

Jacket No.	500001
War Department Requisition No.	3000C
Purchase request No.	15000
Title	TM 15-40
Number of copies	25,400
Total number of pages (cover extra)	240
Type pages	240
No. of pages containing halftones (included above)	NONE
Type of binding: Two saddle stitches	
Two side-wire stitches, glued-on cover	
Smyth sewing, glued-on cover	YES
Number of pasters in manual	4
Size	8 x 12
Insert ~~between pages~~	IN BACK OF BOOK
Size	
Insert between pages	
Size	
Insert between pages	
Paper to be furnished	F.O.B. CONTRACTOR'S CITY
For text, Prop.	5090
Quantity allowed	100,000 SHEETS
For pasters (32x48)	6700 SHEETS
For cover, Prop.	5094
Quantity allowed	3350 SHEETS
GPO will furnish to contractor (1 set)	ELECTROTYPES
Number of corrugated containers	231
When work is completed ALL PLATES are to be delivered to GPO at	CHICAGO WAREHOUSE
Deliver total quantity within indicated number of calendar days after receipt of plates, shells, molds, etc., and paper	10

Contractor must return original copy to GPO, Washington, D. C., immediately after completion of contract.

Remarks: ----

Delivery on this order must be in strict compliance with specifications. Failure to do so will be cause for rejection. In the event of acceptance after rejection, settlement may be made on the basis of fair value. See sheet herewith relative to 8-hour law, Walsh-Healey Act, etc.

FIGURE 1A

Field Purchase Request No. 10000

FORM R-2443

UNITED STATES
GOVERNMENT PRINTING OFFICE

Estimate and Purchase Request for Contract Electrotype or Stereotype Products

Field Warehouse in Chicago — Date Jan. 1, 1943

AGO(War) Department Req. No. 3000c — Jacket 500001

Form No. TM 15-40 — Title Cleaning, Preserving, etc.

Number of Pages ____ — Quantity 25,400

Cast 248 { ☒ Electrotypes ☐ Stereotypes } ____ (Faces) ____ (Backs)

1 sets of pages 1 to 240 inclusive ____ sets of pages ____ to ____ inclusive

____ sets of pages ____ to ____ inclusive 1 set Posters (4 in all)

____ sets of pages ____ to ____ inclusive 4 sets of cover page

From 245 ☒ Patterns ☐ Shells ☐ Tenaplate Molds ☐ Mats

Gage .154 ☐ Job ☐ Book ☐ Flat ☐ Curved ☐ Blocked

Work to be performed—

Contract Item No. 1(a) for 9272 square inches @ $.035 $ 324.52

Contract Item No. 1(a) for 252 square inches @ .035 $ 8.82

Contract Item No. ____ for ____ square inches @ ____ $ ____

Contract Item No. ____ for ____ square inches @ ____ $ ____

____ Hours hand time @ ____ $ ____

Total $ 333.34

(Warehouse manager must make no change in these specifications or amounts.)

Request is hereby made for the purchase of the foregoing services and supplies at the prices and in accordance with the listed specifications,

Prepared by:	Passed by:	Approved—Public Printer, by:
A. B. Brown	C. D. Grey	C. F. Jones
Specification Writer.	*Superintendent of Planning.*	*Director of Purchases.*

Request received in Purchasing Division 1-2-43 Purchaser Order No. ____ Dated ____

Sent to Field Warehouse in Chicago Date Jan. 3, 1443

Ordered from ____ Address ____

ORIGINAL—To be filed in Purchase Division.

80718

DUPLICATE—To be forwarded to Field Warehouse for submission to contractor with order.

80718

TRIPLICATE—To be filed in Field Warehouse under contractor's name.

80718

QUADRUPLICATE—To be filed in Planning Division. (Small jacket.)

80718

FIGURE 2

SEVENTH COPY—For numerical purchase order file in Field Warehouse.

SIXTH COPY—For contract file in Field Warehouse.

FIFTH COPY—To Planning Division.

FOURTH COPY—To Purchasing Division.

THIRD COPY—To Division of Accounts.

SECOND COPY—To Division of Accounts.

ORIGINAL—To electrotype contractor.

Form No. R-2440

UNITED STATES GOVERNMENT PRINTING OFFICE
WASHINGTON, D. C.

PURCHASE ORDER ON PLATEMAKER

Field Purchase Order No. 50516

Jacket No. 500001
Symbol No. 088 Pur. Req. No. 10000
Dept. AGO (war) Req. 3000c
Quantity 25,400 Form No. TM 15-40
Title Cleaning, Preserving, etc.
Gage 159 ☐ Job or ☒ Book ☐ Nickel ☒ Flat or ☐ Curved
Cast 248 ☒ Electros ☐ Stereos (Backs) (Faces) ☐ Tenaplate molds ☐ Shells
From 245 ☒ Patterns ☐ Mats ☐ Tenaplate molds ☐ Shells
Material to be returned ☒ Yes ☐ No

TO:

North American Electrotype Co.

1543 Washington St.,

Chicago, Ill.

January 4, 1943
(Date)

GENTLEMEN:

In accordance with the terms and conditions of the negotiated contract or proposal for electrotypes dated November 1, 1942, authorized supplements, and Purchase Circular No. 1 dated July 1, 1942, you are hereby authorized to manufacture the indicated material for the amount stated and deliver to—

Northern Printing Co.
(Name of printing contractor)

1431 Fourth Ave., Chicago, Ill.
(Address)

Return the (patterns—mats) to United States Government Printing Office, field warehouse indicated below, upon completion of plate work.

The PUBLIC PRINTER.

By John Doe, *Manager.*
(Signature)
For Director of Purchases.

Chicago *Warehouse.*
(City)

Perform manufacture of the following items:

1 (a)

9272	square inches	@ .035	$ 324.52
252	square inches	@ .035	$ 8.82
	square inches	@	$
	hours hand time	@	$
	Total amount		$ 333.34

Remarks:

(Submit all invoices for payment to United States Government Printing Office, Washington, D. C. All additional charges must be covered by written orders before payment will be honored. No oral statement of any person shall be allowed in any manner or degree to modify or otherwise affect the terms of the conditions, specifications, or contract.)

The Public Printer reserves the right to reject all or any portion of consignments which are not in accordance with specifications or equal to standard sample.

Invoices must be made in duplicate on invoice forms enclosed herewith, and invoice and all shipments must be plainly marked with Purchase Order Number.

If order cannot be filled within the time stated, notice should be sent to Director of Purchases at once.

Do not bill partial shipments except by permission. Invoices for complete shipments only will be passed for payment. Invoices must be made in duplicate.

FIGURE 3

SEVENTH COPY—For numerical purchase order file in Field Warehouse.

SIXTH COPY—For contract file in Field Warehouse.

FIFTH COPY—To Planning Division.

FOURTH COPY—To Purchasing Division.

THIRD COPY—To Division of Accounts.

SECOND COPY—To Division of Accounts.

ORIGINAL.—To printing contractor.

Form No. R-2441

UNITED STATES GOVERNMENT PRINTING OFFICE
WASHINGTON, D. C.

Purchase Order for Printing

Field Purchase Order No. 53516

Jacket No. 500001
(Over one, indicate all on reverse side)

Symbol No. 088 Pur. Req. No. 15000
Dept. AGO (War) Req. 3000c
Quantity 25,400
No. pages 240 Form No. TM 15-40
Title Cleaning, Preserving, etc.
☒ Plates ☐ Negatives } being supplied from

North American Electrotype Co.
(Name of platemaker or warehouse)

Perform manufacture of the following items .....

To:

Northern Printing Co.

1341 Fourth Ave.

Chicago, Ill.

January 4, 1943
(Date)

GENTLEMEN: In accordance with the terms and conditions of the negotiated contract or proposal

for 2410-43
(Name or form number of contract)

dated January 1, 1943, authorized supplements, and Purchase Circular No. 1 dated July 1, 1942, you are hereby authorized to manufacture for the amount stated the material indicated in the attached specifications for the jacket number(s) mentioned above or on the reverse side.

Remarks: .....

OPERATION	NUMBER	RATE	COST
Imp. & MR			295.30
Printing			840.17
Binding			1330.71
Cariage			12.40
TOTAL AMOUNT			$2478.58

The PUBLIC PRINTER.

Authorized by John Doe

Title Manager

Chicago (City) Warehouse.

For Director of Purchases.

(Submit all invoices for payment to United States Government Printing Office, Washington, D. C. All additional charges must be covered by written orders before payment will be honored. No oral statement of any person shall be allowed in any manner or degree to modify or otherwise affect the terms of the conditions, specifications, or contract.)

The Public Printer reserves the right to reject all or any portion of consignments which are not in accordance with specifications or equal to standard sample.
Invoices must be made in duplicate on invoice forms enclosed herewith, and invoices and all shipments must be plainly marked with Purchase Order Number.
If order cannot be filled within the time stated, notice should be sent to Director of Purchases at once.
Do not bill partial shipments except by permission. Invoices for complete shipments only will be passed for payment.
Invoices must be made in duplicate.

FIGURE 4

QUADRUPLICATE COPY
To be filed in Field Warehouse in numerical file according to Purchase Order number.

TRIPLICATE COPY
To be retained by issuing clerk in Field Warehouse.

DUPLICATE COPY
To be given to contractor at the time the plates, patterns, etc., are issued for his files.

ORIGINAL COPY
Platemaker or printer will sign this receipt when material is received from G. P. O or Field Warehouse. When material is returned, G. P. O. representative will sign and surrender this receipt to contractor who will attach it to his invoice when submitted for payment.

Form R 2447

UNITED STATES GOVERNMENT PRINTING OFFICE
WASHINGTON, D. C.

RECEIPT FOR PLATEMAKING MATERIAL FROM AND TO G. P. O. OR FIELD WAREHOUSE

Material to be delivered from ..... Chicago (City) ..... Warehouse.

To:
North American Electrotype Co.
1543 Washington Street,
Chicago, Illinois

Jacket No. 500001

Purchase Order No. 50516

Dept. AGO (War) Req. 3000c

Form No. TM 15-40

245 (Indicate quantity)

☒ Patterns ☐ Plates
☐ Tenaplate Molds
☐ Mats ☐ Shells

Material to be returned ☒ Yes ☐ No

Miscellaneous items .....

The items listed above have been received in good condition in the quantity indicated above.

Received by C. B. Smith (Signature of representative) Messenger (Title) Jan 5, 1943 (Date)

(Receipt below to be filled out by G. P. O. representative when material is returned)

The above-mentioned firm has returned the material listed above in good condition to the G. P. O. or Field Warehouse:

Received by John Doe (Signature) Manager (Title)

Jan. 8, 1943 (Date) Chicago (City) Warehouse.

80914 GPO

FIGURE 5

QUADRUPLICATE
This copy to be retained by shipper.

TRIPLICATE
This copy to be mailed by the contractor to the warehouse manager for transmission to United States Government Printing Office as soon as shipment is made.

DUPLICATE
This copy to be retained by consignee.

ORIGINAL COPY
This form must be signed by consignee and returned to shipper immediately upon receipt of shipment. In the event that quantity or description are not as claimed by shipper, the consignee will make corrections as required.

Form R 2196

NOTICE OF SHIPMENT—CONFIRMATION OF DELIVERY

Required by United States Government Printing Office Purchase Circular No. 1 July 1, 1942

TO:
Northern Printing Co.,
1341 Fourth Avenue,
Chicago, Ill.

Gentlemen:

In compliance with instructions issued by the United States Government Printing Office, we have today shipped to you, the items indicated. Please inspect this shipment, sign the original form and return to sender *immediately upon receipt of shipment*. The duplicate copy of the form may be retained for your files.

By North American Electrotype Co.
Shipper.
1541 Washington St.,
Chicago, Ill.

Date January 6, 1943
GPO Order No. 50516
GPO Jacket No. 500001
Dept. Req. No. AGO (War)
Form No. TM 15-40
Description Electrotype printing plates
plates
Number of ~~copies~~ shipped 248 electrotypes
Via carrier Own messenger
Number of skids
Number of packages, etc. 31
Weight 251 pounds

CONFIRMATION OF DELIVERY

The items listed above have been received in the quantity indicated and are satisfactory.

By Buck Jones
(Name)
Production Manager
(Title)
Northern Printing Co.
(Department)

16—30762-1 GPO

FIGURE 6

TRIPLICATE

This copy to be retained by the shipper.

DUPLICATE

This copy to be retained by the Government Printing Office.

ORIGINAL COPY

This copy to be signed by the Government Printing Office and returned to the contractor immediately upon receipt of shipment. The contractor will submit this copy to the Government Printing Office with his invoice.

Form R-2203

UNITED STATES
GOVERNMENT PRINTING OFFICE

CONFIRMATION OF RETURN OF GOVERNMENT PROPERTY

Required by United States Government Printing Office Purchase Circular No. 1 July 1, 1942

TO: Chicago Warehouse
~~RECEIVING AND SHIPPING SECTION~~
U. S. GOVERNMENT PRINTING OFFICE,
~~Washington, D.C.~~ Chicago, Ill.

1. January 17, 1943 (Date of shipment)
2. 53516 (G. P. O. Purchase Order number)
3. 500001 (G. P. O. jacket number)
4. Northern Printing Co's messenger (Carrier)
5. 248 Electrotype plates (Property)
   (Property)

FOLD HERE FOR WINDOW ENVELOPE

Gentlemen:

In compliance with the requirements of Government Printing Office Purchase Circular No. 1, July 1, 1942, we have today shipped to you the property indicated.

Please confirm this return of government property and return this form to the address given below.

Very truly yours,

FROM:
Northern Printing Co.
(Name)
1341 Fourth Avenue
(Street and number)
Chicago, Ill.
(City) (State)

CONFIRMATION

The shipment of the property noted above has been received in the quantity indicated.

By John Doe
(Name)
Manager
(Official title)

INSPECTION REPORT

Material received in good condition.

By John Doe
Inspector.

GPO 16-31862-1

FIGURE 7

QUADRUPLICATE
This copy to be retained by shipper.

TRIPLICATE
This copy to be mailed by the contractor to the warehouse manager for transmission to the United States Government Printing Office as soon as shipment is made.

DUPLICATE
This copy to be retained by consignee.

ORIGINAL COPY
This form must be signed by consignee and returned to shipper immediately upon receipt of shipment. In the event that quantity or description are not as claimed by shipper, the consignee will make corrections as required.

Form R 2196

NOTICE OF SHIPMENT—CONFIRMATION OF DELIVERY

Required by United States Government Printing Office Purchase Circular No. 1 July 1, 1942

TO:

Commanding Officer,
Boston A.G. Depot,
594 Commonwealth Ave.,
Boston, Mass.

Gentlemen:

In compliance with instructions issued by the United States Government Printing Office, we have today shipped to you, the items indicated. Please inspect this shipment, sign the original form and return to sender *immediately upon receipt of shipment.* The duplicate copy of the form may be retained for your files.

By Northern Printing Co.
Shipper.
1341 Fourth Avenue
Chicago, Illinois

Date January 20, 1943
GPO Order No. 53516
GPO Jacket No. 500001
Dept. Req. No. AGO (War) 3000c
Form No. TM 15-40
Description Books
Number of copies shipped 2500
Via carrier Eastern Freight Co.
Number of skids
Number of packages, etc. 24
Weight 1550 lbs.

CONFIRMATION OF DELIVERY

The items listed above have been received in the quantity indicated and are satisfactory.

By J. C. Black
(Name)
Receiving Clerk
(Title)
Boston A.G.O. Depot
(Department)

16—30762-1 GPO

FIGURE 8

JULY 1943
AUG. 1943
MAR. 1943
APR. 1943

AN INFORMAL REPORT OF THE PUBLIC PRINTER

INDEX

	Page
OFFICE PRODUCES QUALITY JOB	1
SERIOUS PROBLEMS FACE INSPECTORS OF GOVERNMENT PRINTING	2
WAR PRODUCTION BOARD PUBLICATION MAKES THE NEWS	7
OFFICE PRINTS "BEST SELLERS".	8
GOVERNMENT PRINTING OFFICE PRAISED	10
Customer Appreciates Quality Service . .	10
Coordinator of Inter-American Affairs Lauds Office	11
Pressmen's Union Finds Office Efficient	13
PRINTING FOR WAR AND NAVY DEPARTMENTS TOTALED	15
LACK OF DISTRIBUTION INSTRUCTIONS DELAYS JOB	16
UNREASONABLE PRESSURE EXERTED BY DEPARTMENT	17
SUBSTANTIAL SAVING EFFECTED IN WAR STAMP ALBUMS	19
JOBS PRODUCED ON SHORT SCHEDULE	21
"Beat the Axis" Poster	21
Mats for Ration Forms	24
Rotogravure Mailer	25
Tables of Point Rationing	26

OFFICE PRODUCES QUALITY JOB

The Government Printing Office is primarily a service organization; that is the purpose for which it was established. Our printed products must be utilitarian rather than beautiful. However, our Office is entirely capable of producing jobs as tasteful and carefully manufactured as those printed in specialty shops as "quality printing." Concrete proof of this statement is provided by the copy of Mme. Chiang Kai-Shek's speech in Congress, printed in the Office on the order of the House of Representatives and delivered to Mme. Chiang through diplomatic channels on February 25.

The speech was originally printed in the Congressional Record of February 18. We reprinted it as an extract. The Congress had made all necessary arrangements in advance, because the shortness of Mme. Chiang's visit to the Capital demanded expeditious handling.

Copy for the speech reached us on Saturday, February 20. We sent out proof on Sunday, February 21. It was returned Monday, February 22, and a revise went out and was returned on the following day. The completed speech was delivered to the Capitol on Thursday, February 25, the fifth day after receipt of copy and the fourth day that the speech was in the Office.

The simple beauty and austere dignity of the book renders it a fitting repository for the words of the gracious First Lady of China. Composition and presswork were performed in our Job

Section, and binding was done in the Book Section of the Bindery. Text type is Garamond (a beautiful face), and cover type is Cloister. Paper is 100-percent parchment. Press sheets were folded by hand, trimmed, gilt-edged, and bound to the portfolio with a silk cord. The portfolio is blue morocco lined with purple moire silk. The title is stamped on the front board in gilt. The envelope is black pebble-grained cowhide with a skiver-grained buffing lining. The materials used were part of our fast-dwindling prewar stock, now irreplaceable.

During its manufacture, the speech was constantly under the closest supervision. More than 25 of our most highly skilled artisans in all branches of the industry had a direct part in its production.

SERIOUS PROBLEMS FACE INSPECTORS OF GOVERNMENT PRINTING

Our large printing programs have become so complicated, so urgent, and so confidential that we have found it necessary to send a Government Printing Office inspector to every commercial plant working on them--to check proofs, O. K. for printing, O. K. press work, and above all to see that necessary precautions are taken to prevent theft, etc. Especially is this necessary with all ration printing. These men have had such wide experience in printing of the type involved that they are able to make suggestions as to procedure that greatly increase efficiency and output of the plants.

The problems of these inspectors are legion. The following excerpts from reports written by one of them give some idea of the difficulties presenting themselves:

"February 9, 1943.

"Arrived at this plant today and have taken up my duties. The first thing I heard was that the perforation roller had not yet arrived from the factory and that the cover stock wasn't in yet. The company has a contract to print 8,000,000 No. 3 ration books, with virtually the same equipment which printed 2,692,000. And the job must be printed and delivered by March 20. I believe the job will be done. We will be working 6 and perhaps 7 days a week, and 20 or 24 hours a day, as the contingency may require."

* * *

"February 11, 1943.

"I have reported that all equipment for the press has been received and is now being installed, and that ample supplies of paper stock are now in the city. It is therefore believed that the company will be in production of ration book No. 3 by Saturday, February 12.

"Unusual efforts are being taken to guard the place during the work, with armed guards and identification badges for all employees engaged on the ration-book work. These requirements are far more strict than those heretofore employed."

"February 14, 1943.

"Well, the company is under way now and is producing ration book No. 3 at a speed that pleases me very much. The equipment here is practically the same as in use in the other plant I inspected, and I have been able to impart some things to the workmen that will cut corners and speed things up--things the other company learned the hard way. The management here was terribly perturbed over the late start, due to no fault of its own, but all seems serene now. The Government Printing Office has been somewhat disturbed over arrangements made for guarding the place during the ration-book printing, but I have informed them of the plans made, and all they'd need to find added comfort would be a look at the tough babies who scrutinize everybody who is about this place. The guarding is in charge of a bonded and licensed detective agency.

"Again I am pleased to tell you that the G. P. O. rates high with all the printers, office and shop, that I have met. How our great mass of work is handled is always an interesting story to them.

"Starting tomorrow, the office will work 24 hours 7 days a week."

* * *

"February 16, 1943.

"All is going well here, with the customary day-or-so breaking-in period passing satisfactorily. That is, all is well except the guard service.

"A local detective agency took over the guard duty when the work began. After 1 or 2 nights (the guard service is continuous over 24 hours each day) it seemed advisable to check the alertness of the guards. An unexpected visit disclosed a slumbering guard. It took little time to contract for another agency to move in. They sent us three able-looking men with high credentials. No guard is going to get away with laxity from now on. Every precaution is being taken to prevent that."

* * *

"February 23, 1943.

"Things are hustling here, but we are knee deep in problems, chief of which is how to manufacture 8,000,000 copies of ration book No. 3 by March 20. Had the company received the conversion perforating roller and other parts needed to proceed with the work on February 1, as it had hoped, all would have been well. But the WPB withheld the necessary rating to secure those parts long enough to delay their delivery until February 10, and now it's a case of working 24 hours a day and 7 days a week and depending on revolving wheels and prayer.

"But matters are really humming, and the books are falling off the collator like manna from heaven.

Despite little untoward incidents like the senior member of the firm suffering a stroke while in his office the other day, the failure of electric current that threw the place into darkness until electricians could locate the trouble behind a brick wall, the unexpected functioning of the sprinkler system in the basement because of heat generated by burning salvage from the protective paper, and perhaps a few other insignificant incidents, there is nothing to be concerned about except how fast that collator will deliver books. And we are coddling that collator no end. It sports a brand new pulley on its drive that, being an inch larger in diameter than the old one, adds 800 books an hour to the output. And when this increase put too great a task on the glueing function, we put some propulsion paddles in the pots that dished the stuff out in greater quantities. Now catwalks have been erected about the machine to make for easy and quicker changes of paper rolls, these rolls being in readiness the minute the roll in use is exhausted. All oiling of machine parts is done on the fly.

"To make certain that nothing was being left undone to secure maximum production, we decided to invite in for inspection a representative of one company and local sales agent and trouble shooters of the manufacturers of the press and collator. They recommended everything that is now in effect. All this has resulted in daily increased output, and now that the period of trial and error is past we expect to know by Monday next (March 1) just what we can do about that March 20 dead line. Nobody has quit on that yet.

"As far as the guarding problem I mentioned in a previous letter is concerned, this has apparently been completely solved. The present agency is strictly on the job, so much so that when the lights failed the other night the guard on duty at the time merely locked the only entrance, pulled his gun, and bided his time."

These are the experiences of one inspector. All are meeting similar problems in the same efficient manner.

WAR PRODUCTION BOARD PUBLICATION MAKES THE NEWS

On Friday, February 12, a WPB publication made the news in an unusual manner. Not because of the information it contained (it was a stodgy directory of product assignments); not because of the size of the order (only 15,000 copies were required); and not because of the sensationally short schedule under which it was produced (O. K. to print was given on February 4). It made the news because of an item appearing in the printed form which had not been in manuscript. And the item differed in tone so radically that anyone giving the publication even a cursory perusal could not fail to notice it.

The directory is printed in three columns similar in width to those of the Congressional Record. Material in each column is arranged in tabular style, with four capital letters indicating a WPB branch. For example:

PLUM Stoves, cooking and heating; bakers, cannon, cabin, camp, etc., etc.

PLUM Strainers: drain, lavatory, sink

Nothing sensational about this!

But on page 59 appeared an entry far less prosaic. Above it were listed--

CORK Strip, cork

BLDG Strip: metal, weather

STEE Strip, steel

AND THEN

WAAC Strip-tease

The publication was delivered to WPB on Thursday, February 11. On the same day, the Department called to ask for an explanation. This we were unable to give at the moment. We took copy and proofs on the job from the file. Copy was O. K.--did not contain the entry. First proof followed copy exactly--so the entry did not originate in our type-setting division. First revised proof did not contain the item--so our proofroom was clear. But the item had been written in on the Department proof, in the same handwriting as numerous other corrections.

Our rule on author's alterations is to follow them, no matter how illogical they may appear. So when "WAAC Strip-tease" was marked to be inserted under "STEE Strip, steel" our operator set the line, floor man inserted it, and reviser checked it against the Department proof. It was printed with the "correction" inserted.

A columnist in a local paper remarked: "But he (the WPB employee responsible) will have the personal satisfaction of having pulled one of the best gags in years * * *. It's a classic, one of those things that couldn't happen but did."

OFFICE PRINTS "BEST SELLERS"

The Government Printing Office has recently produced for the State Department and placed on sale through the Superintendent of Documents a book which has proved to be at least a temporary best seller.

This is the white paper Peace and War, released between December 30, 1942, and January 5, 1943.

The original order from the State Department was for 1,000 copies. This was later increased to 5,000. Before the job went to press, the Office of War Information ordered 12,000 copies. As is customary, the Superintendent of Documents put in an order for sale copies--2,500 originally--on December 29.

Demands for the book began the day it was released. The original supply was quickly sold. On January 5, the Superintendent of Documents ordered an additional 12,500 copies. Next he ordered 35,000 more, and then another 10,000--60,000 in all.

On February 2, only 13,000 copies were available for sale, and the demand was still brisk. A few purchases were large (a local book shop purchased 1,000 for resale), but most sales were of single copies. The price is 25 cents a copy. Sales to February 2 amounted to $11,750.

The sales appeal of Peace and War led the Superintendent of Documents to anticipate a similar demand for the White Book "National Socialism," released January 31. He had originally ordered 5,000 copies of this book; on January 21 he increased the order to 10,000. It is still too early to know how sales will develop, but it is reasonable to believe that they will be less numerous than for the other book, because of the higher price--$1 a copy.

GOVERNMENT PRINTING OFFICE PRAISED

Customer Appreciates Quality, Service

Several times in the past, the Government Printing Office has, at the insistence of our customers and against our own better judgment, ordered booklets to be produced by rotogravure. In each instance, the ordering agency has specified "a quality job." This has been impossible of accomplishment, for several reasons. First, rotogravure is not a "quality" process. On the contrary, it is the fastest printing process known and one which does not lend itself to complete precision.

Another reason for unsatisfactory results has been the use of "bleeds," often on all four sides of the page. This type of lay-out requires absolute accuracy in folding and trimming. Machines do not give absolute accuracy. The result? Bleeds from one page extending through the gutter and appearing on opposite pages. Trim in some places removing too much of the "bleed" and in others leaving a white margin outside it.

All these shortcomings of design and process have been experienced and pointed out to ordering agencies. In some cases they have been willing to forego perfection in the interest of speed and economy.

One of the most attractive and satisfactory rotogravure booklets procured was delivered to OWI late in December. It is entitled "Negroes and the War" and was printed by one of the country's best gravure printers. It consists of 72 pages (with self cover) 10½ by 13 3/4 inches. Practically all are "bleed" pages, and 75 percent of the copy is halftone illustrations and 25 percent text. The order was for 2,500,000 books.

The Office set the type and furnished reproduction proofs and glossy prints of the illustrations to the contractor. Specifications called for submission of preliminary proofs to the Office 5 days after receipt of copy and complete shipment of the finished product within 25 days thereafter. This schedule was met. OWI was delighted with the service and with the product.

Coordinator
of Inter-American Affairs Lauds Office

On February 3, I received a letter from the Coordinator of Inter-American Affairs, reading as follows:

"Dear Mr. Giegengack:

"Mr. Francis D. Jamieson, director of our Press Division, has given me a report of the magnificent job the Government Printing Office performed over the week end in turning out, in record-breaking time, a huge quantity of mats and plastic plates on the highly important photographs of President Roosevelt's meeting with Prime Minister Churchill at Casablanca.

"This is just another striking example of the cooperation we receive regularly from your organization, and I want to express my personal thanks to you and the heads of the various departments directly concerned.

"Sincerely,

"Nelson A. Rockefeller,

"Coordinator."

Here is the production story of the job to which he referred.

At 3 p. m. Saturday, January 30, our Planning Division received a call from the Coordinator, advising us that at some time before midnight of the same day the White House would release for publication 12 pictures of the Casablanca conference. Type was to be set, photoengravings made, and 300 mats and plastic

plates of each subject delivered at the earliest possible moment.

The load of the Platemaking Division has become heavier month by month in the last year. At this time, demands are as great as can possibly be met. Much of the work must be produced on a very short schedule. When this order came in, it was difficult to see how it could be filled. The last force of the week in the Photoengraving Section finishes work at 6:30 p. m.; no force works on Sunday. When such an order comes in on Saturday night it is necessary to call in a crew on overtime.

Because of the indefiniteness of the time set for delivery of copy, it seemed unwise to keep the last day crew on. They were allowed to go home, with the warning that they would be recalled when the copy was received.

The pictures came in by special messenger at 10 p. m., with the number of subjects decreased from 12 to 5 to allow faster production. The engraving force was called in at midnight. By morning all type had been set and all engravings made. By noon 1,500 mats had been completed. The Superintendent of Documents called in mailers to begin delivery. The last mat and plate were sent out Monday noon. Thus the order of 1,500 mats and plates was completed and delivered in 36 hours.

The remaining seven subjects were plated and matted as a separate order. Delivery was completed on them Wednesday evening. During this time all other work in the section proceeded according to schedule.

Pressmen's Union
Finds Office Efficient

My methods of procuring surplus Government printing meet with the unqualified approval of the Pressmen's Union. In the September 1942 number of the American Pressman (the official magazine of the union) an editorial read, in part, as follows:

> "Those in the graphic arts, generally speaking, have vigorously opposed not only the establishment of new printing offices but also the enlargement of these field printing plants mainly for two reasons.
>
> "First, it was estimated that almost 50 percent of the printing equipment of the country was idle and, therefore, any overflow of Government printing should be farmed out to commercial printers, thereby keeping available men and equipment busy. The problem of increasing the volume of commercial printing and thus helping or saving many printing firms about to go under and, at the same time, furnishing more employment to all engaged in such printing seemed to be a paramount issue.
>
> "Second, many of these field printing plants, as well as some of the departmental plants, were being run inefficiently and paying substandard wages because of some silly technicality in classifications. Much of the printing in many units was done on small offset presses and was anything but a credit to the graphic arts.

"So, it is no wonder that pressure was brought to bear and the common-sense method of handling this overflow of printing pointed out. It is true that some took an unfair advantage of the situation to attack the Government Printing Office, which is an efficiently operated plant more capable of turning out the bulk of Government printing than are the private plants of the country because it is organized and systematized for that specific purpose, but that is aside from the discussion as, of course, you may expect such attacks from time to time.

"The matter, in our opinion, has been practically settled (by a decision of the War Production Board, which stated):

"'In order that a uniform policy may be followed in handling these requests, it is suggested that the War Production Board recommend to all of the various Government activities that requests to the Joint Committee on Printing for authority to purchase printing equipment should only be made when needed to replace obsolete machinery and that such worn-out equipment be traded in and allowance procured therefor. This Committee very strongly feels that no Government printing plant should be enlarged or expanded under the conditions now existing in the printing industry.'"

PRINTING
FOR THE WAR AND NAVY DEPARMENTS TOTALED

In many of my informal monthly reports to your Committee, I have commented on the increase in the volume of Government printing. I recently caused to be made a survey of the work ordered by the War and Navy Departments. War is probably our second-best customer, surpassed only by the OPA.

Both the War and Navy Departments carry many "open jackets"--that is, they order a certain piece of printing and then reorder in the quantities needed as their supplies near exhaustion. Our records show the original order only, with reorders recorded elsewhere. Hence, the figures I am about to give are far short of actual production. Also, the charges are incomplete, as some of the jobs have not been completely delivered and "closed out." However, the records clearly substantiate my statements of the weight of the load we are carrying.

Between July 1 and December 31, 1942, War and Navy sent in a total of 14,651 new requisitions. The number from War was 11,311 and from Navy 3,340. The total number of copies ordered was 8,743,382,000 for War and 1,235,512,000 for Navy--a total of 9,978,894,000 copies. This is far from the total number of separate pieces of printing, as we made many pads containing as many as 100 separate copies. Too, this does not indicate the copies printed on open jackets.

The total charges on War and Navy work for the last half of 1942 total $8,866,140.11 on jackets completely delivered and closed out. Charges will be made later on jackets on which delivery is not complete.

Printing for the War and Navy Departments, like that for most other Government departments and agencies, will be substantially heavier this year than last. Practically all this printing is produced on a very short schedule. These departments seem to consider 10 days from receipt of copy until complete delivery ample time.

LACK OF DISTRIBUTION INSTRUCTIONS DELAYS JOB

Inefficient handling of printing requests by departments has been a source of annoyance to the Government Printing Office since the beginning of the emergency. I have stated that it is the new agencies which require new forms of printing and which have not had time to standardize their printing requirements who have been most unreasonable. Their personnel does not act with sufficient assurance to facilitate our serving them with speed and ease. Also the new employees of these new agencies lack knowledge of our equipment possibilities and of commercial possibilities. This leads them to making unreasonable delivery demands.

In the interest of fairness, I must state that old-line experienced agencies are sometimes more inefficient in handling their jobs than emergency set-ups. An example of poor planning is offered by Agriculture jacket 492477--99 Ways To Share The Meat. The requisition, for 10,000,000 copies, reached the Office October 31, with an urgent request for speedy delivery. Proof was promised, and furnished, on November 5. Composition was performed in the Office, but the job--a 4-page booklet--was to be run by rotogravure and hence had to be procured commercially. The contract was let and a delivery date 12 days after receipt of reproduction proofs and art work was set. Proofs, with O. K. to print, were returned to us November 11, were sent out November 12, and were received by the contractor November 14. This would place delivery on November 27.

The Department called us to inquire as to delivery date. They were not satisfied and urged us to advance delivery 1 week, stating that the need was urgent. We contacted the contractor, and he agreed to speed production at an additional charge of $800. Agriculture was unwilling to pay the bonus, so delivery date remained November 27.

No delivery instructions had accompanied the requisition. They were "to come." When the job was half completed, the ordering agency called to

say that they could not furnish delivery instructions and to ask us to delay printing. This was impractical, so the contractor decided to complete press runs and hold the finished work for instructions.

Final delivery of this job, scheduled for completion by November 27 and pushed to the limit by the ordering agency, was effected on January 30, 1943. It was not until January 28 that final delivery instructions reached us, for transmission to the printer.

UNREASONABLE PRESSURE EXERTED BY DEPARTMENT

A newspaper headline of Sunday, January 31, was of interest to every citizen of the United States; to employees of the Government Printing Office it had a double interest--for the information the book it referred to gave and for the part in the publication of this book that so many of them had played. The headline referred to National Socialism, released by the State Department on January 30, the tenth anniversary of Hitler's accession to power.

The Government Printing Office received the requisition for the book at 3:51 p. m. December 11. The original order was for 1,500 copies. The first 180 folios of copy accompanied the requisition; the remainder was to be sent over later. Page proof (no galleys) on the first section was requested for Wednesday, December 16. No definite delivery date was set, instructions being simply not to release the book until January 31.

The original requisition called for wire stitching and the use of supercalendered text paper and drab cover. Trimmed pages were to be 9½ by 6 3/4 inches. A note from the Department's printing clerk, dated December 22, changed the page size. Another, dated January 14, abandoned stitching in favor of sewing and changed cover stock from drab to white. A letter of January 19 changed the quantity from 1,500 copies to 2,000.

Production proceeded as follows:

December 15, 180 folios of copy received in the composing division.

January 1, folios 181-428 received.

December 19, first page proofs sent to Department.

December 21, additional page proofs sent to Department.

December 22, additional page proofs sent to Department.

January 10, additional page proofs sent to Department

January 12, remaining page proofs sent to Department.

January 14, proof of cover sent Department.

January 8, first proofs received from Department for revise.

January 15, additional proofs received for revise.

January 16, additional proofs received for revise.

January 19, O. K to print given.

(As many as three revises were necessary on some pages.)

As I have mentioned, January 31 was delivery date. On or about January 16, the Department printing clerk suddenly demanded copies--this in spite of the fact that not all proofs had been returned to us on that date. We explained that copies could not be furnished. The Secretary of State then, on January 18, wrote me. He was

aware of the fact that not all proofs had been returned to us, but he hoped "that the book might go to press at once in order that advance copies of the finished work might be available by the end of the present week."

A letter from the printing clerk, dated January 19, one day later than the Secretary's, followed. In it she stated: "If it is feasible, the Department would like to have 200 advance copies, but if the job is all run at one time and it would hold up the work in any way, the advance copies will not be required." Lack of coordination somewhere, it seems to me.

I instantly investigated the production situation to see what we could do. The book presented problems. It contains 510 pages. The first 192 were printed by the letterpress process, from type. The remaining 300-odd pages were printed by the offset process because there were many "exhibits" to be reproduced in their original form. By extending ourselves to the limit we were able to make initial deliveries on January 23, the date requested by the Secretary of State.

SUBSTANTIAL SAVING EFFECTED IN WAR STAMP ALBUMS

A change in format suggested and insisted upon by planners in our Emergency Service Section resulted in a saving of $7,500 over prices paid for the same number of copies of the same pieces of printing in a different style. The order referred to was for 25,000,000 savings stamp albums for the War Savings Staff of the Treasury Department.

Since January 1, 1942, 200,136,760 of the albums have been printed. The original format called for saddle wire stitching--with two stitches in each album. Each stitch requires 1 inch of wire. An order for 25,000,000 albums required 4,500,000 feet ~~or more~~

or more than 5,000 pounds of stitching wire. This wire is now very scarce and requires a high priority. We have discontinued its use in all cases where any other method of binding can be used.

The last previous order for stamp albums had been wire-stitched. At that time we told Treasury that on the next order they would have to change format. They readily acceded in the case of the 25-cent, 50-cent, $1, and $5 books. For the 10-cent albums they felt that the suggested design was not feasible, because of the greater number of leaves needed to accommodate the stamps of low denomination. They insisted that the 10-cent albums be pasted. These instructions accompanied their latest requisition.

Our attitude, like that of all suppliers of printing, is that the customer is always right. We wrote specifications for the method of manufacture Treasury desired and invited bids from commercial printers. All firms equipped for this kind of work and invited to bid refused to bid, stating that pasting could not possibly give the endurance required. All firms submitted alternate bids for wire stitching, which we had decided not to accept.

We contacted the War Savings Staff and told them that they had no alternative--that they must accept the folder. They submitted and the folder design was worked out. Bids were easily placed, and manufacture began promptly.

The 25,000,000 order under discussion is a test order. If albums prove satisfactory, an additional order for 70,000,000 will be placed at once. The amount of stitching wire for this number of books would be 2,210 miles. Elimination of wire saved not only the steel from which it is made but also the dies through which it is drawn. Only one roll of stitching wire can be drawn through a die before it has to be replaced. The thickness of the wire must be uniform or it will not run through the stitching machine.

The new album format is very economical of paper. The 10-cent books are run on a sheet 39½ by 50 inches, and 12 books are cut from each sheet. The only waste is a 1/8-inch trim. Albums of other denominations run 24 up on 37½- by 48-inch sheets, with no waste except for the "gripper bite". All books are printed in three colors by the offset process.

JOBS PRODUCED ON SHORT SCHEDULE

"Beat the Axis" Poster

A Treasury requisition for a 24-sheet full-size billboard poster reached the Office at 2:55 p. m. Wednesday, January 20, 1943. A total of 16,000 copies was required, and fast service was needed because of the subject matter-an appeal to pay income taxes early.

Originally we planned to procure the posters in the usual way, letting a contract as the result of competitive bids. It would be impossible for lithographers to submit bids intelligently without examining the copy. Such examination would require at least 3 days. Advertising and awaiting submission of bids would consume additional valuable time. The earliest delivery date we could set was February 20.

When Treasury learned the delivery date set, they were unsatisfied. The Acting Secretary wrote me as follows:

"January 21, 1943.

"Dear Mr. Giegengack:

"It is necessary to the Government's war effort that the poster, 'Smash The Axis, Pay Your Taxes,' be produced and distributed with the greatest possible speed.

"To further the most rapid possible production, it is desirable, therefore, that in this particular instance any procedures be waived which would delay the placing of this order, and that every necessary thing be done to expedite the printing of the poster itself.

"Ability to produce the poster in the shortest time is, in this case, the matter of first importance. I hope you will take every available step to save every possible delay in its completion.

"Sincerely,

"John L. Sullivan,
"Acting Secretary of the Treasury."

In view of the need, I decided to allow the contract to be negotiated. The posters were for Nation-wide distribution, so the Chicago area was the ideal production point. A lithographer in that area had printed several similar posters for us, and had done a good job. He received those contracts on a competitive basis. We estimated the cost of the posters to be between 55 and 65 cents each, or from $3,500 to $10,500 for the entire order.

The printer agreed to the price we suggested, and we sent him the order and copy, which he received on Saturday, January 23. We specified that delivery begin on Tuesday, February 9, and be completed by Saturday, February 13. When production began, we could not furnish the lithographer with a distribution list, as Treasury had not yet prepared it. They promised it <u>sure</u> by Tuesday, February 2. On Wednesday, February 3, the printer called to say he could begin delivery next day if he had delivery instructions. We called the Department again and finally received the list on Friday, February 5, and sent it on to the contractor at once. A letter from him, dated Tuesday, February 9, called our attention to the fact that the

total called for in the shipping list was slightly more than in the original order. It was too late to do anything about it, so we instructed him to ignore the increase. This type of error is especially regrettable when so much pressure is being put on an order.

Treasury appreciated the service we gave, as is evidenced by the following letter:

"February 8, 1943.

"Dear Mr. Giegengack:

"I am writing to let you know how sincerely we appreciate the extra effort which the Government Printing Office put into the job of producing 16,000 copies of our poster, 'Smash the Axis, Pay Your Taxes.' It was produced in a period of 8 or 9 working days which, for an order of this size, must be very close to record time.

"This poster is an important part of our campaign to speed up the filing of income tax returns and facilitate the collection of the internal revenue. Without your help in getting this done so quickly, its effectiveness would have been curtailed. The use of every available means to expedite it is completely justified by its importance in the war effort.

"I would appreciate it if you would express our satisfaction and gratitude to the contractor who did his part of the job in considerably less than the specified time. May I also commend particularly the excellent help given us (in your Office) in seeing that this poster was produced in the shortest possible time.

"Sincerely yours,

"John I. Sullivan,
"Acting Secretary of the Treasury."

Mats for Ration Forms

The demands made on the Government Printing Office by some of our customers are fantastic. The following report describes one of these demands that we met in full.

At 3:36 p. m. Wednesday, February 3, we received an OPA requisition for 15,200 mats to be distributed to newspapers over the Nation. The papers had agreed to print the consumers' declaration and instruction sheets which must find their way into every home before point rationing can begin. Delivery to destination had to be completed on Saturday, February 6--the third day after receipt of the order!

Both rationing forms involved had been printed previously, and the plates were on hand. Minor corrections had to be made on one; the other was ready for use. Necessary type was set and corrections made during Wednesday night. The job started rolling Thursday morning at 9:30.

One factor that had caused anxiety when the requisition came in was our temporary shortage of mat paper. It had been on order for some time, and had been shipped by truck. The truck broke down in transit but arrived in time to save us embarrassment. We were not sure that we could give the service desired so we enlisted the aid of a commercial mat maker who agreed to make as many as we were unable to produce in the time allowed.

The small mat (10 by 5 inches in size) came out of the presses at the rate of 800 an hour. Eight units were pressed in the 20 by 24 inch sheet at the rate of 100 impressions an hour. The two-page mat was produced at a much slower rate.

Mats were delivered to destination by air mail, special delivery. The first ones finished were mailed out at 3 p. m. Thursday. They went to the West Coast. Mailing continued as fast as the finished product

left the Platemaking Division. It was completed at 10 a. m. Friday--25 hours after manufacture began.

Through an oversight, the Department had ordered 300 fewer mats of both subjects than were needed for complete newspaper coverage. We made these as a supplementary order, delivering them Saturday morning.

OPA expressed enthusiastic satisfaction with the service we gave them on this mat order.

Rotogravure Mailer

A rotogravure mailer for the War Savings Staff of the Treasury Department was recently manufactured on a very short schedule. The job was an 8-page mailer, and the order was for 1,000,000 copies in two colors. Approximately 75 percent of the booklet consisted of illustrations .

The requisition reached us at 3:41 p. m. Wednesday, January 13, and fast service was requested. It was possible to give it, because of the way the order had been handled. Several days before requisition and copy were sent in, the Savings Staff printing clerk had described the job to us and told us approximately when we would receive it. We were able to lay the ground work in advance and get the booklet moving as soon as copy was received.

The method of manufacture desired was rotogravure, so we had to procure the work commercially. The specifications called for delivery to begin within 7 calendar days after receipt of copy by the contractor and to be completed within the next 4 days. Delivery was to approximately 75 points in addition to the District of Columbia.

Type was set and reproduction proofs pulled in the Printing Office. The contractor made necessary negatives and positives and furnished the paper. We

sent proofs of the copy to the Department on Tuesday, January 19, and they were returned to us on Friday, January 22. We sent reproduction proofs and art work to the contractor on Tuesday, January 26. Finished copies were received in Washington on the following Tuesday, February 2, so delivery from the plant began in less than 5 days. This is a remarkable achievement, in view of the time required to make rotogravure plates. Most firms demand at least 1 week for this operation.

Complete and close cooperation between the ordering agency and the Government Printing Office enabled us to give this unusual service.

Tables of Point Rationing

During the last 18 months the Government Printing Office has made marked progress in adjusting to wartime tempo its methods of procuring printing for Government departments and agencies. On the whole, orders are delivered at the time requested, no matter how large or how difficult of execution they may be. Especially is this true of material certified to be of vital importance. If precedents have to be shattered to give the service needed, I believe in shattering them.

Recently we printed (in part) and procured commercially the official table of point values for processed foods. In order to deliver on time it was necessary to follow unusual procedure in sending copy to our contractors and in delivering the finished product.

The table is printed face and back. Copy for the back and for the front, with the exception of the actual point values, reached our Planning Division at 5:33 p. m. Wednesday, January 28. We set necessary type and pulled reproduction proofs for the back. Then we set the table (heads, rules, etc.) and blanked out for the figures. We proved this form also. When values were received (4:15 p. m. Sunday, February 14)

we set the type to overprint in the proper space. The overprinted proofs were used as copy for offset negatives.

Complete delivery to destination had to be effected by Saturday, February 20, so that posters could be displayed on Monday, February 22. It was necessary to resort to regional printing to facilitate delivery and cut time and costs. We invited bids in Chicago, San Francisco, St. Louis, Dallas, Atlanta, and New York and accepted the best bid in each city. We arranged to print 463,000 copies in the Printing Office for distribution in the District area.

As soon as contracts were let for commercial procurement, we sent each contractor available proofs. This enabled them to print one side, if they wished, before final copy was received.

We expected receipt of remaining copy Sunday evening. In anticipation of this, we sent an Office representative to each participating plant to receive copy and oversee production. The copy reached the Office at 4:15 p. m., and proofs were O. K.'d at 7 o'clock. We sent the copy to our contractors by secret telegram. Our printers supervised setting of type and reading of proof. One firm was printing at 10 a. m. Monday, and others began shortly thereafter.

Our share of the table was printed on a very short schedule. Negatives for the back reached the pressroom at noon Saturday, February 13. The run was completed during the night of February 15. Negatives for the face were made during the night of Sunday, February 14, and the run began the same night. It was completed early Tuesday morning.

Distribution of the tables was difficult. They were mailed to postmasters all over the Nation.

Retail dealers obtained them at local post offices. Special mailing envelopes had been printed in the Office, and as the printing was confidential the Post Office Department allowed the envelopes to be sealed--probably the first time in history that fourth-class mail had been handled like first class. There were more than 100,000 envelopes, containing from 10 to 25 copies of the table, each folded twice. Folding and inserting required as much time as printing.

A sparsely settled region in the West received one package of 10 tables; one section in New York received 6,000 packages of 25 copies each. The mailing list was compiled by OPA as carefully as possible. They estimate that there are at least 600,000 retailers of foods in the country.

Accuracy in printing is always highly desirable, but errors do not commonly prove tragic. A mistake in printing the point value of any particular food item would have been most unfortunate. For example, if our Chicago printer had set a point value of 10 for an item requiring only 5 points in New York, dismay of consumers would have been great.

The delivery of this huge job--2,500,000 copies, face and back--to destinations in every city and hamlet in the United States on the sixth day after receipt of final copy is to me incontrovertible proof of the success of my effort to supervise the public printing as members of your committee expect it to be supervised.

APR. 1943

AN INFORMAL REPORT OF THE PUBLIC PRINTER

INDEX

MEDICAL SERVICE OF G. P. O. APPROVED BY AMERICAN COLLEGE OF SURGEONS. 1

SURVEY DISCLOSES ONLY SLIGHT LEAD HAZARD IN OFFICE. . 3

PROCUREMENT OF RATION PRINTING STREAMLINED. 4

LEASE-LEND ADMINISTRATOR EXPRESSES APPRECIATION. . . . 6

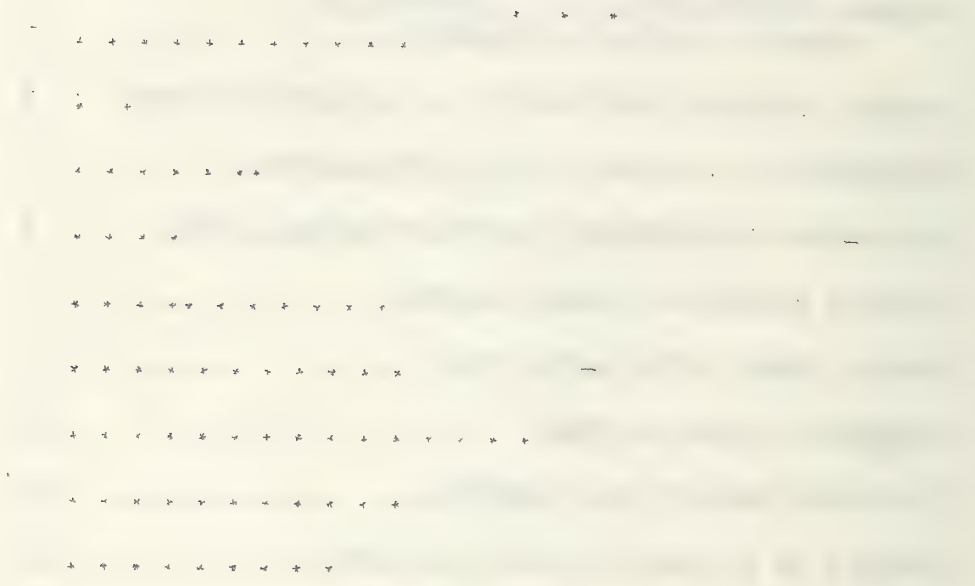
UNUSUAL "PRINTING" ORDERS PRODUCED. 7

MANUAL RUSHED AFTER 4-YEAR DELAY 9

ENDURING POSTERS PRINTED 10

DIFFICULT BOOKLET BEATS SCHEDULE 12

DEFAULT BE CONTRACTOR DELAYS DELIVERY. 15



MEDICAL SERVICE OF G. P. O. APPROVED BY
AMERICAN COLLEGE OF SURGEONS

The emergency medical and surgical treatment given by the Hospital Section of the Government Printing Office has been given the approval of the American College of Surgeons. This group of eminent surgeons has undertaken the task of examining emergency first-aid facilities of industrial plants throughout the United States. Their standards are rigid and uncompromising. It has been my sincere desire to meet these requirements and receive their certificate of approval. In this I have had the full cooperation of our Medical and Safety Director.

On March 20 the certificate arrived. It states that our medical staff is competent and that we have adequate emergency, dispensary, and hospital facilities and personnel to assure efficient care of the ill and injured; that our medical staff is restricted to physicians who are graduates of acceptable medical schools with the degree of Doctor of Medicine, are in good standing and licensed to practice, that they are competent in the field of industrial medicine and traumatic surgery, and that they are worthy in character. It further indicates that we have accurate and complete records, which are easily accessible, and that in cases requiring hospitalization only approved institutions are patronized. The final requirement is that our medical department have general supervision over sanitation of the plant and the health of employees.

In April 1942, we requested the College of Surgeons to inspect our Hospital Section and make any

recommendations necessary to bring our practices to the standard they require. A representative of the College made a survey and found that we qualified in all points except records. We instantly took steps to improve our history of lost-time illness and injury. Records now contain a report of illness or injury, description of physical findings, treatment, period of disability, and end results. The system of keeping records was perfected by the Public Health Service and has been used in some industrial plants for several years. We were the first Government department to institute it.

Records of accidents occurring in the Government Printing Office give concrete proof of the efficacy of our health and safety programs. In 1941, we had 251 lost-time accidents. In 1942, during which time we reached full war tempo, we had only 297 accidents--an increase of 46. This in spite of an increase of about 600 in the total number of employees and the largest employee turn-over in our history, with experienced personnel being replaced by less qualified, inexperienced workers.

Sickness records are not so satisfactory as those for accidents. The longer workweek, with consequent lack of time for recreation and errands, has caused some abuse of sick-leave privileges in the Government Printing Office, as in other Government departments and agencies. Records show sex, age, and type of work of employees reporting sick. Loss of time is much greater for females in clerical work and for males in mechanical sections. This reflects the predominance of the sexes in different types of work. Loss of time because of sickness was 6.1 percent for the Office as a whole from September 1 through December 31, 1942.

SURVEY DISCLOSES ONLY SLIGHT LEAD HAZARD
IN OFFICE

When I succeeded in obtaining an appropriation for a new Government Printing Office building several years ago, I determined to make the building itself and working conditions in it as nearly ideal as possible for an industrial plant of this kind. Before the plans were drawn, I made every effort to determine the exact amount of space required by every section and to arrange the sections most efficiently, in relation to each other. Results attest a considerable degree of success. Waste motion and time have been eliminated.

My other aim in planning the building was to provide the most healthful and comfortable working conditions possible. Lack of sufficient funds made it impossible to air condition all sections. Those in which controlled temperature and humidity were essential for efficient conduct of the work were air conditioned. In composing divisions, where it is necessary to place many employees in one large room, we have had ventilation problems which in general have been solved.

Providing good facilities in industry is not enough. Supervisors must be constantly on the alert to see that no occupational hazards develop. Officials in the Government Printing Office have been trained to be safety conscious. Accident hazards have been removed by the use of safety devices. Preventive medicine has been used to prevent the development of health hazards. Along the latter line, I have reported to your committee our chest X-ray and vaccination projects. Scientifically perfect lights, properly spaced from the working surface, protect the vision.

We have gone still farther in assuring healthful working conditions. I approved a scientific survey of the air in sections where type metal is used to determine the concentration in the atmosphere. The

Linotype, Monotype composing and casting, Stereotype, and Metal Remelt Sections were surveyed. Results were recently made public. They disclose that in only one section--metal remelt--is there sufficient lead in the air to cause injury to employees. Drossing metal melting pots in that room causes a dangerous concentration.

We have met the lead hazard to these metal workers by furnishing them approved masks and requiring them to wear them at work. In the meantime, we are taking all possible measures to reduce the hazard to a minimum.

PROCUREMENT OF RATION PRINTING STREAMLINED

I have remarked in earlier reports to your Committee that OPA printing alone will equal or exceed all Government printing done in the 1940 fiscal year. This printing has been planned and estimated by four men--a printer-planner, an estimator, and two estimator-jacket writers--with the assistance of two clerks. Until recently the part that we were not able to print in the Government Printing Office was purchased commercially, through our Purchase Division.

In the interest of efficiency, it has been necessary to revise our procedure. The closely knit planning and estimating ration unit is thoroughly familiar with the entire ration program--operating and projected. They realize that if OPA programs are to be put into effect printing introducing them and constituting the vehicle for carrying them out must be delivered as requested and as promised. They have performed their work with this fact in mind and have done all within their power to get the jobs purchased, printed, and delivered on time. To make delivery faster and cheaper, they have suggested that procurement be by regions. Splitting contracts and thus reducing quantities and the burden of shipping results in more ready

acceptance of contracts by printers, in lower prices because less overtime is necessary, in shorter production time, and in simplified delivery with less overloading of transportation facilities.

The Purchase Division purchases all surplus Government printing, as well as all paper and supplies. Practically all surplus printing is given a short schedule. Purchase is unable to differentiate between actual and artificial emergency. They are unwilling, and properly so, to discriminate against one agency in favor of another. Also, their lack of information as to scheduled jobs precludes advance survey of the field of suppliers and anticipatory placing of paper orders.

In order to give faster and more dependable service on ration printing, we have departed from former procedure and have made the planning unit the purchasing agent also. This small group of highly trained men are now planning, estimating, purchasing, and delivering ration printing to destination. They advise qualified printers of impending jobs while plans are in an embryonic stage. Then when requisitions come in, contracts can be let at once. Knowing the paper needs for projected programs, they order manufacture of paper well in advance of the need. This is the only way it is possible to have stock on hand when it is needed. It is requiring increasingly longer periods of time to obtain delivery of paper, because of serious manpower shortage in this industry.

Concrete benefits of the new procedure are obvious. The very short production schedules allowed are being met; money is being saved through advance planning; and rationing programs are being inaugurated as planned. This streamlining and elimination of red tape justify any departure made from traditional procedure.

LEASE-LEND ADMINISTRATOR EXPRESSES APPRECIATION

Never a month passes without our mail containing letters of appreciation from our customers. Probably the most gratifying for this month came from Lease-Lend Administrator Stettinius. It appears below:

"Dear Sir:

"I want to express my appreciation to employees of the Government Printing Office for the fine cooperation rendered us through the Chief of Printing for Emergency Management in furnishing 50,000 copies of a bindery ruled and punched form to be shipped to North Africa in connection with the Lend-Lease program.

"This form was started in production in the Government Printing Office on Wednesday morning, March 17, and delivery was made to our Washington office 2 days later, Friday, March 19.

"Sincerely yours,

"E. R. Stettinius, Jr."

RIDICULOUS DELIVERY SCHEDULES SET BY DEPARTMENT

At 12:30 p. m. Wednesday, March 31, five requisitions from one department reached the Government Printing Office. One was for 25,000 letterheads, requiring composition and the making of two cuts. Delivery in Chicago was requested April 2.

Another order was 2,000,000 participation award cards $2\frac{1}{2}$ by $3\frac{1}{2}$ inches in size. These required composition and the making of multiple printing plates. Delivery in New York was requested for March 31.

Another requisition was for 2,000,000 pledge cards to be delivered in New York March 31. Here again composition and printing plates were required.

Another order was for 5,000,000 letterheads to be delivered in Chicago March 5 (requisitions, you will remember, were received March 31).

The fifth requisition was for 5,000 mats and 5,000 proofs to be delivered in New York April 5. This order involved composition, photoengraving, and the making of patterns before mats could be molded. Thousands of pounds of paper (probably 100,000 or more) will be required for printing the five jobs. The customer had made no time allowance for obtaining it. Incidentally, paper is very difficult to purchase now.

Requests such as these are patently ridiculous. One was requested 26 days before the requisition was sent us, two on the day the requisition was received, one the second day after receipt of the order, and the last 5 days after the requisition came in.

I am loath to grant waivers for printing, but in cases of extreme urgency, if the price quoted is not too high, I allow it. Waivers for the first three orders mentioned were granted. Delivery on the 5,000,000 letterheads was left to our discretion; and we were asked to meet the schedule on the 5,000 mats and proofs. By rushing the job to the limit, we can do this.

Your committee receives complaints as to our performance. I wonder how many of these complaints have their foundation in conditions like those outlined?

UNUSUAL "PRINTING" ORDERS PRODUCED

The Government Printing Office has won for itself an enviable reputation as leader in preventive

medicine among its employees. We were the first Federal agency to make mass chest X-rays; it was in the Office that the new and more accurate sickness surveys were instituted; we have just completed vaccination of our employees against smallpox. Employee health and safety committees in every section are constantly on the alert for hazards and remove them before they develop.

The ingenuity of one of our employees greatly simplified our X-raying of female employees and led to our manufacture of unusual "printing" jobs for other Government employees. When male employees were X-rayed they stripped to the waist. Females demanded some kind of garment through which the picture could be made. Usually cotton gowns are used. We could not furnish these, because of the large number that would be needed and the expense of laundering to furnish a clean gown to each woman. Our Medical Director considered asking each woman to bring in a cotton gown for her own use. This idea was discarded because we knew it would result in fewer women's being X-rayed.

We took the problem to our Bindery, asking if they could cut suitable jackets from paper. The result was the "Edna Faber vest," designed by a Bindery employee. It consisted simply of a 30- by 48-inch sheet of paper folded in half, with arm and neck openings cut out with a band saw in the carpenter shop. Simple, inexpensive, quickly made, and salvageable as scrap paper.

Word of the vest spread to other Government departments. When they were ready to begin X-ray of their employees, they called to see if we could make vests for them. Requisitions followed our agreement. The Federal Security Agency ordered 20,000, War 14,000, Agriculture 4,000, Procurement 1,500, and other departments in proportion. All orders were rush.

The vests proved to be entirely satisfactory for the purpose for which they were designed. The

experimental ones first used here were cut from newsprint, which tore easily. Later in our program we used a more substantial paper which was more satisfactory. The vest is slipped over the head, arms are inserted through armholes, a tape is tied around the waist, and the subject is ready for the X-ray.

MANUAL RUSHED AFTER 4-YEAR DELAY

At 1:55 p. m. May 24, 1939, the Government Printing Office received a Navy requisition for 6,000 copies of a diving manual. The requisition was written on May 19 but held until the 24th--the day after our submarine Squalus sank off Portsmouth, N. H., with the loss of 26 lives. On the following June 1, the British ship Thetis sank off Wales, with 99 lives lost; on June 15, the French sub Phenix sank with 63 men. The diving manual was certainly timely in 1939.

The first 201 folios of copy reached the Office on June 6, 1939; proofs went out on July 6, 1 month later. Additional copy received on April 4 went out on proof September 18, and final copy, received March 1, 1940, was out on proof March 27--26 days later. It can be seen that composition was accomplished without loss of time in the Office.

A letter from the Chief Clerk of the Navy Department, dated September 11, 1940, stated that as the printing and binding funds for 1939 (under which the manual was ordered) had been overobligated he wished the original requisition canceled and superseded by a new one, charged against funds for the fiscal year 1941. We promptly made the change.

Nothing more was heard from the Navy concerning the job until July 24, 1942, when a letter from the Director of Publications requested that the 1940 requisition be canceled and another (fiscal year 1943!)

be substituted. No work whatsoever had been performed on the 1940 requisition.

On January 11, 1943--3½ years after the first proofs had been sent to Navy, and 5 months after the last requisition was received--we received proofs from the Department. They had been brought up to date, causing many corrections to be set. In fact, a large portion of the type was reset, because resetting required less time than correcting would have done. Navy requested revised proofs on February 14, 1943; we sent them on February 5--9 days early. They were returned to us on March 13, for page make-up. Page proofs were wanted April 1, in less than 3 weeks. Make-up was extremely difficult because of the great number of plates included. These were made in 1939 and were identified by legends furnished at that time. Legends and plate numbers have now been changed, rendering identification difficult. The book contains more than 300 pages.

Delivery of the diving manual will be made 4 years after receipt of the requisition. During this time, the type has been held--almost 3,000 pounds of precious metal. It has occupied valuable storage space. It has been moved from the seventh floor of the old building to the sixth floor of the new--with the inevitable battering accompanying moving of type. It has complicated our records and our charges to the Department for work done.

It is not the duty of the Government Printing Office to determine which job is important and when it should be rushed to completion. However, it seems that upon return of proofs the jobs all "get hot" rather suddenly, and the Printing Office is given days where the departments take years.

ENDURING POSTERS PRINTED

Thousands of copies of the famous Minute Man poster, for retail promotion of War bonds and stamps,

have been printed and put on display. The design has been unusually popular, and all posters printed have been satisfactorily executed. However, these posters have had the shortcomings of all printed matter. When exposed to sunlight over long periods of time colors have faded, and posters have lost their "snap."

The Treasury Department recently found it necessary to replace many posters and to supply many additional ones for new sales agencies. They ordered 700,000 of the small size (9½ by 10 inches) for inside display.

In an attempt to provide a more enduring display piece, Treasury asked that the new posters be decalcomanias, which are practically indestructible. Colors are guaranteed to remain fresh for 1 year and actually endure much longer. Posters cannot curl along the edges or become partly loosened from their base and flap in the breeze.

The only copy available for the "decals" was a small kodachrome film, a photograph of a poster. The lettering on the film had to be removed and replaced with a new message. Specifications and invitations to bid were sent the comparatively few decalcomania printers in the country, and in due time bids were received. One printer came in to examine the art work before submitting a bid. He stated that it would be necessary to use eight colors. We restricted reproduction to four process colors (yellow, red, blue, and black) and white. He bid on this basis and was granted the contract. Specifications called for multiple impressions of each color needed to give satisfactory reproduction and tensile strength. It is not unusual to "strike" some of the colors 12 times.

The manufacture of decals differs radically from other methods of printing. The paper is lacquered, first with a water-soluble coat and then with as many more coats as are needed. The printing is done on the lacquer. When the decal is "posted," the sheet is

dipped in water, the printed surface is placed against the desired area, and the paper is slipped off. The lacquer sheet is then smoothed, and all gum is washed off with a soft cloth or sponge.

Proofs reached the Office on March 17. They are satisfactory in every way. The cost is necessarily greater than of ordinary offset printing, but the endurance justifies the greater expenditure.

DIFFICULT BOOKLET BEATS SCHEDULE

At 4 p. m. Thursday, March 18, the Government Printing Office had completed and delivered 160,000 copies of an unusual and difficult Navy Department job, namely, nine training booklets for naval aviation cadets. The requisition reached us at 8:18 a. m. Monday, February 15, and complete delivery was requested on Saturday, March 27. The last copy was shipped on Saturday, March 20--a week before the dead line.

A naval officer brought the copy to the Printing Office. He requested that a waiver be granted, as, he said, unusual production methods would be necessary to produce the job and he felt that we were not equipped to do it.

Our requisitions review board has been instructed to inquire into the reasons for request of a waiver, before they grant it. In the case of the booklets, inquiry revealed that Navy had already discussed the job with a commercial printer and had promised it to him. At first glance, his bid appeared high. Also examination of the copy revealed no insurmountable difficulties in production. We estimated the cost, making our figures high enough to cover reasonable difficulties, and found that our estimate was between $13,000 and $14,000 lower than the commercial figure quoted. Naturally we decided to do the work in the Printing

Office. Navy reluctantly agreed, but emphasized that quality must be A-1 and that delivery must be on time.

The booklets consist exclusively of pictures combined with photographed printed descriptions. The only copy available was 35-millimeter film, so each picture measured approximately 1 by 1½ inches. To give the finished size desired, it was necessary to enlarge them five times. The enlargement capacity of photographic equipment in our Photoengraving Section is four times. We dismantled one of the cameras, built a bellows capable of being extended to the required length for the enlargement, and went to work. By using a simple cardboard mask attached to the copy board with scotch tape, we were able to expose two negatives at a time. We pasted a piece of white paper on the wall back of the camera and arranged the arc lights to reflect from this paper through the films to be enlarged. As each exposure was made, two more pictures were pulled down into position back of the mask. Thus they were always in focus. The rounded corners on the originals had to be reproduced on our negatives by means of cutting around a template. The black outline was cut into the halftones by hand.

The nine booklets contained 652 halftones and nine line cuts for the covers. The area of each cut was 20 square inches. We made a total of 13,040 square inches for the job. In order to assure faithful reproduction of originals, we made very fine halftones--133-line screen. Newspapers use only 60- or 65-line cuts.

As soon as enlargements from the first volume were completed (on February 19) halftone work was begun. The last halftone was delivered on March 3. Proofs were taken and sent to the Navy Department. They approved every one of the 652 halftones, without making a single criticism!

The next step in production was manufacture of the electrotypes. Here again quantity production

methods were used. A frame of electrotype metal large enough to hold four plates was made, for multiple casts. Backing up was done at one time on each unit of four. Time was cut greatly, with no sacrifice of quality. The title of the booklet and number of the cut were soldered on the bottom of each plate for identification purposes. These lines were cut off in the final trim. The last electro was completed on March 9.

As plates for each book were completed, they were proved and all identifying lines checked to assure proper placing of cuts. When O. K. was given, lock-up began.

The first form went on the press March 1 and the last came off on March 15. Necessary paper was on hand, but special ink had to be ordered, involving some delay. Spray guns were used to dry each sheet as the press delivered it, to prevent "offsetting" of ink on the next sheet laid down.

Bindery work involved gathering, folding, sewing, and covering. It was begun when sheets for the first volume were completed. The books had been imposed to print 16-page signatures, as a greater number of thinner folds results in a better-looking book than a few thick folds. Smythe sewing, which allows the book to open flat, was used. All bindery work was accomplished with machines, but it was necessary to feed books into the covering machine by hand, as the automatic feeder would not handle them.

Booklets were packed in cartons, 200 to each. There were 20 different destinations--1,000 copies of each volume going to each. Delivery began on March 11 and was completed on March 20--7 days before the dead line. The quality of the printing is above reproach for production methods. The photographed explanations appearing in combination with the pictures could have been made "sharper" if each letter had been routed out by hand. This would have been a very slow process

and so expensive as to be prohibitive. No commercial printer could possibly have done it in the time allowed for completion of the job.

DEFAULT BY CONTRACTOR DELAYS DELIVERY

At 8:45 p. m., January 27, a Selective Service requisition for 9,500,000 letterheads reached the Government Printing Office. Delivery was requested for March 1. Because of the volume of scheduled press-work already in the Office, it seemed desirable to obtain the letterheads commercially. With this in view, specifications were written and the order sent to our Purchase Division for purchase. White sulfite bond paper was specified.

The Purchase Division advertised for bids promptly and awarded a contract. The contractor requested wide rolls of paper to fit his equipment. We placed an order for the 86,500 pounds of paper needed, in the width requested. None of the mills producing paper stocks for the Government could begin manufacture at once, but delivery in ample time was promised. Two weeks later the contractor called to report that he was unable to do the work.

It was now too late to relet the contract, so we were forced to do the job in the Office. We canceled the paper order, as the rolls were not suitable for our equipment. We had a sufficient supply of 24-inch rolls of a slightly less desirable paper on hand to begin printing and another carload of the same stock on order. We obtained permission to use this stock and to finish on a lighter weight if the next shipment was delayed. Fortunately this was not necessary.

We put the letterheads on our fastest press and began printing. After a run of only a few hours,

the job was "lifted" to run another just as urgent, which had been scheduled for the same press. It was not until several days later that the letterheads went back to press for completion.

Printing was accomplished at a sensational rate, actual running time being only 63 hours. Average production for each of the three daily shifts was 1,083,000 copies, on all four units of the press. The forms were imposed "nine up." Thus 36 copies were delivered at each impression. The press slit and chopped the sheets so that three letterheads came out together. Bindery work consisted solely of making two simple chops to separate copies. Between 200,000 and 250,000 letterheads were cut per hour.

Delivery, in packages of 1,000 copies, began on March 23 and was completed on March 27. This represents delinquency on delivery, but under the circumstances it could not be avoided. We are helpless in the case of defaulting contractors. The disappointed customer in this case cannot possibly regret the delay in delivery more than I do.

* * * * *

Another job let in part to the contractor for the letterheads, at approximately the same time, has a similar history. It is for 40,000,000 copies of applications for War Savings Bonds. Complete delivery on or before March 1 was requested.

An order for 7,000,000 of the applications was let to one firm. This contractor delivered according to schedule. The remaining 33,000,000 were let to the firm which bid successfully on the letterheads. They requested 60-inch rolls of paper, which we ordered manufactured. A couple of weeks later the firm notified us that they would be unable to print the certificates and sent back the copy.

As in the case of the letterheads we were forced to do as well as we could on the order, in the Government Printing Office. We canceled the paper order, as our equipment will not accommodate 60-inch rolls. We had on hand some 45,000 sheets of suitable paper, and 600,000 more sheets on order. We could not obtain additional supplies from the mill in time, so had to finish the certificates on a heavier, more expensive stock.

As fast as the certificates were completed in the pressroom they were sent to the Bindery for necessary trimming. Delivery to the customer began on March 29 and on April 2, 7,536,000 copies had gone out. Presswork was completed on March 31, so no doubt delivery will be completed within a week.

AN INFORMAL REPORT OF THE PUBLIC PRINTER

TABLE OF CONTENTS

	Page
ABSENTEE FIGURES OF OFFICE MADE PUBLIC.....	1
PLANNING DIVISION REORGANIZED.....	2
NEWSPAPERS CRITICIZE GOVERNMENT PRINTING.....	4
Publications Condemned in Editorial.....	4
Paper Saving Order Ridiculed.....	6
UNUSUAL SERVICE RENDERED BY GOVERNMENT PRINTING OFFICE.....	6
Air Corps Manual Delivered in Record Time.....	6
Treasury Received Excellent Service on Nine Jobs.....	7
REPLANNING CUTS COST OF WAR JOB.....	8
NUMBER, VALUE OF PRINTING CONTRACTS INCREASED.....	10
SHORT SCHEDULE INCREASES COSTS.....	17
RATION PRINTING.....	18
Applications for War Ration Book No. 3 Ordered.....	18
Attempt at Advance Planning Unsuccessful.....	20
OPA Order Delayed by Failure of Contractor.....	22
Stamp Sheets Planned.....	23
PUBLICATION EXPENSIVE AND TROUBLESOME.....	23
DIFFICULT BOOK PROCURED ACCORDING TO SCHEDULE.....	25

ABSENTEE FIGURES OF OFFICE MADE PUBLIC

A feature article appearing recently in a metropolitan newspaper revealed absentee figures for the Government Printing Office. Absences are analyzed, and records are easily available. It appears that we are the only Government agency having such records. We instituted the record system in 1942.

The article reads, in part: "There isn't much of it, relatively, but 'pay-day richness--Monday morning sickness' now is being recorded as just that in the cold figures produced by a personnel check system at the Government Printing office. Employees find that if they cut too much of the absenteeism cake they can't eat it, too.

"First tabulations, just released, show Monday morning 'pneumonia,' called 'malingering' in the Tabulation, caused a loss of 254 work days among 7,852 employees during the 3 months from December 1 through February 28. Among men there were 27.8 absences per 1,000 persons which the report labels 'malingering.' For women the rate was 11.3 percent.

"In the same tabulation are absences called 'undiagnosed,' which amounted to 1,186 work days lost between September 1, 1942, and February 28, 1943. Here men had 30.5 absences per thousand persons, while women had 42.1.

"G. P. O. 's system is simple but produced elaborate results. Its key is the plant hospital--

though the hospital's position in the absentee check is incidental to medical service. A result is an index set-up, with a card-punching system that will turn out of a machine figures showing, if such is the case, that John Doe took sick leave after each pay day for the last 3 months, or called his foreman on consecutive Mondays to report Monday-morning 'pneumonia.'

"Actually the records show for each employee the type, length, and date of each leave taken--whether sick, annual, or without pay--the occupation, sex, income group, age, type of work, and other pertinent factors. The tabulation, when completed, will include a survey by days of the week to see on which day absences occur the most.

"G. P. O.'s total absences from all causes during the 6 months between September 1 and February 28 accounted for loss of 37,149 work days out of available 847,825 for 5,907 men, and 15,172 days lost out of 278,355 available for 1,947 women. For men the percentage of time lost was 4.4. For women it was 5.4.

"Records show that the most work days--21,500 for the 6-month period--were lost because of colds or other respiratory infections. Industrial accidents accounted for 1,232 days."

Our percentage of absence is not great. However, I am determined to reduce it to the extent of unnecessary sick leave taken. Some employees here have reacted badly to the new system of recording sick absenteeism, but on the whole they realize that examinations made after illness are for their protection. Some felt that the publicity as to absenteeism might prejudice their chances for the rise in wages they have asked.

PLANNING DIVISION REORGANIZED

I have not been entirely satisfied with the performance of the Government Printing Office in the

months past. Delivery of too many of our jobs was delinquent. Exigencies of the work were so great that we were forced to expand our Planning Division rapidly and to detail to it employees who were not thoroughly trained in the important work of planning, scheduling, and procuring printing. Too, the production control system that had proved entirely satisfactory for peacetime broke down utterly under emergency conditions.

Several months ago we instituted in our composing division a new production-control system geared to present-day needs. Our plan, if it proved satisfactory there, was to extend it to other divisions. It has proved somewhat disappointing to the present time, but I am confident that with more experience our staff can make it work.

I have realized for some months that our difficulties resulted largely from lack of satisfactory supervision. I decided that a reorganization of the Planning Division must be made to split authority and place responsibility. I made a very detailed study of requirements and on April 17 effected the changes I believed to be necessary.

Under the new plan, a Production Planning Assistant to the Public Printer has been appointed, and the four main functions of the old Planning Division have been isolated and placed under directors who are personally responsible to the Production Planning Assistant, who in turn is responsible to me.

Thus, we now have divisions of Planning Service, Typography and Design, Plant Planning, and Commercial Planning. I have ordered well-defined scheduling procedure. The director of Planning Service will examine each requisition as it reaches the Office, and will decide whether it can best be produce in the plant or purchased commercially. The Director of Plant Planning will accept no order unless he is sure that he can give the service requested. The Director of Commercial Planning, in turn, will refuse to accept for procurement any order on which he cannot perform

according to request. If a job cannot be produced here or purchased according to schedule, a waiver will be granted and the department concerned will have to procure the printing as best it can. It is to be expected that costs under waivers will be somewhat higher than under Office production or procurement, but this cannot be avoided. The customer MUST be satisfied.

At the present time (April 24) the new plan has functioned for only a week, so it is still embryonic. However, results are already becoming apparent. In my next report to your committee I hope to present a tabulation showing dates of delivery and of schedule on 4 weeks' work. I am confident that few delinquencies in delivery will appear.

NEWSPAPERS CRITICIZE GOVERNMENT PRINTING

Publications Condemned in Editorial

An editorial printed recently in a local newspaper called the attention of the public to several booklets just released by Army Ordnance. The heading in the paper queried "Bullets--or Booklets?" The article read as follows:

"Buy War Bonds and Stamps so Army Ordnance can provide bullets--or booklets.

"We have just received three handsome booklets issued by Army Ordnance at a cost which must have diverted many dollars from bullets.

"They are beautifully printed, in several colors, on an expensive grade of paper, with many fine illustrations.

"One of the, entitled 'Battlenecks,' is listed as 'third in the Tremendous Trifles series.' It contains 28 pages in an expensive cover, with fly sheets of fancy tissue.

"Another, entitled 'Tremendous Trifles,' has 24 pages consisting entirely of engravings, plus cover.

"Recently copies were distributed to approximately a thousand guests at a banquet in Pittsburgh, Pa. Many thousands must have been sent throughout the country.

"All the money you spend for War Stamps and Bonds doen't go to lick Hitler and Hirohito. A vast amount of it goes into flooding the mails with Government publications.

* * *

"Also, have you received your free copy of the Song of the Seabees?

"The Navy has sent us several copies of the instrumental and vocal music, in addition to one complete set for orchestration and another complete set for bands.

"It's a snappy tune, guananteed to make tax payers whistle."

Laws referring to the public printing state clearly and unequivocally that Government Printing must be done as economically as possible. They require that only those illustrations which relate to the text may be used. Embellishments are forbidden. Our practice at all times in the past was to follow the law to its letter.

The war has greatly changed the printing requirements of our customers. The departments are the ones who determine what is needed and the style in which it is to be printed--not we. However, we often presume to the extent of suggesting changes to simplify manufacture and keep costs down. If requests are clearly unreasonable, we notify our customers that they must change their specifications.

The law also requires that all printing and binding shall be procured through the Government Printing Office unless the need for the work or its character disqualify us. In such a case the Joint Committee on Printing gives permission for procurement elsewhere.

In the case of the booklets referred to in the editorial, one was printed through the Office; the other two were not. It is clearly impossible for us to hold down the cost of work that we do not print or procure. The latest criticism appears to me to be a continuation of the popular protest against nonessential printing--or what appears nonessential to the critic.

Samples of the publications referred to appear at the end of this report.

Paper-Saving Order Ridiculed

The following item was printed recently in a Government gossip column:

"War Production Board's drive to save paper got off to a dizzy start. Three thousand copies of the paper-saving order signed by WPB Chief Donald Nelson were to be printed for distribution to officials and supervisors. Someone got mixed up and 30,000 copies were printed. The paper-saving campaign started out as a paper waster."

I have not inquired the source of the reporter's information. However, I did look up the WPB order for the printing referred to. The quantity specified was 30,000.

UNUSUAL SERVICE RENDERED BY THE GOVERNMENT PRINTING OFFICE

Air Corps Manual Delivered in Record Time

The Government Printing Office recently gave very good service on a confidential Army Air Force

manual which the department considered vital to the war effort. Copy came in on April 20, and the first 50 books were delivered at 8 a. m. on April 26. The remainder of the job came off the press on that day and was delivered on April 28.

Ordinarily we would have felt obliged to resort to commercial purchase for a job of this kind, because of our lack of suitable equipment. The urgency of the need and the small size of the order (4,000 copies) led us to undertake it. The result was an A-1 job printed and bound in record time.

The complicating factor in the manual was that it called for two colors throughout, whereas we have only one-color presses. Use of our equipment doubled presswork and the number of printing plates needed. In spite of this, we delivered the 4,000 books in much less time than we could have purchased them commercially.

The manual was printed by the offset process. It contained 120 pages and some 80 halftones, most of which had to be retouched before they were stripped in. Four folded sketches had to be tipped in, and a large map with eight hand folds was inserted in a pocket on the inside of the back cover.

The Army Air Force is very appreciative of the service we were able to give them on this manual.

Treasury Receives Excellent Service on Nine Jobs

The Government Printing Office recently procured, on or before scheduled date, nine printing jobs needed by the War Savings Staff of the Treasury to launch the 13 billion dollar second war loan. The total number of copies furnished ~~is~~ 6,432,454, with quantities on individual jobs ranging from a low of 250 to a high of 4,000,000.

Copy and requisition for most of the jobs reached the Government Printing Office on Friday, March 26, with delivery scheduled for Monday, April 12--the seventeenth calendar day thereafter. At first glance production appeared impossible. Advertising for and granting bids require so much time that little was left for actual production. One order called for four-color printing and four others for two color. Fortunately, however, requirements allowed the use of the offset printing method, which is fast and cheap.

We had, in our warehouses, a sufficient poundage of suitable paper to print the entire program. This was a big factor in our favor, as paper mills become increasingly slower in filling orders. We let the contracts, shipped the stock, and printing began promptly.

The largest single order in the group called for 4,000,000 copies of a 10½- by 15 5/16-inch folder. This was too much for any single firm, so we split the order among four contractors, each of whom printed 1,000,000 copies.

The Treasury Department was lavish in its appreciation of the service they received.

REPLANNING CUTS COST OF WAR JOB

The Government Printing Office recently effected a cash saving of some $136,000 on one printing order for the War Department. Careful planning enabled us to make the saving.

The order referred to is for a 432-page book--Decimal File System. War ordered 200,000 of the books for their use, and an additional 1,374 were ordered for sale by the Superintendent of Documents and for filing in libraries. The total estimated cost of the War order, in the style printed, was $93,165.57. Costs under the original format would have been more than

$225,000. In addition to the saving in cost, 26,800 hours of production time was eliminated. In the press-room we were able to print double the number of pages, at four times the speed possible under the old format. We accomplished this by reducing the page size a fraction of an inch, to our standard octavo size.

The book has a double index, one for code groups and one for the alphabet. Previously these indexes had been cut in and the tabs printed by hand on each cut. When it is considered that there would be 36 cutting and printing positions on each copy, it can be appreciated that a total of more than 14½ million cutting and printing positions were eliminated. We have in our Bindery seven indexing machines and only about 100 books could be completed on each machine in an 8-hour shift. It would be impossible to devote all seven machines exclusively to this job, so the 26,800 indexing hours would of necessity have been spread over many days and the job unduly delayed, had not our production officials been consulted in advance and been able to offer the suggestions which the War Department accepted gladly.

The requsition for the book reached the Printing Office at 8:33 p. m. December 21, 1942. Delivery was to begin on April 1, 1943, and be completed by April 15. Full buckram cover stamped in two colors was requested. Scarcity of buckram has led us to use the quarter-bound or half-bound style wherever possible. War was not willing to accept this but did agree to elimination of one color for stamping, allowing further saving in cost.

In place of the cut index, we prevailed on the Department to accept "spot" indexes. In this method of indexing "niggers" or black spots are printed on the edge of each odd page. The spots, in which the letter or number of the section of the book is printed, a line with the corresponding letter or number on an index card tipped into the book. For instance, the odd pages of all entries under "M" show a white "M" in a nigger alining with "M" on the index card. This system

allows almost as ready reference as the cut style and in use wears better.

Spot indexing requires extreme care in make-up, to insure the spot's appearing in the proper position on the page. However, the extra make-up time did not approximate indexing time, and the cost is infinitesimal in comparison.

Delivery of the book was according to schedule.

NUMBER, VALUE OF PRINTING CONTRACTS INCREASES

Since it became necessary to procure part of our work commercially, I have attempted to spread the work as widely as efficiency would allow. That is still the policy of the Government Printing Office. On April 23, 1943, we had let 11,523 orders to 1,054 contractors in 253 cities. The value of the printing alone (not including paper and plates) was $30,213,044.03.

The following table shows the cities in which contracts have been placed, the number of contractors, number of orders, and value of each contractor's work.

Printing contracts awarded as of April 23, 1943

City and State	No. contractors	No. Orders	Amount
Akron, Ohio	2	15	109,555.14
Albany, N. Y.	3	22	28,572.17
Allentown, Pa.	1	12	5,397.30
Altoona, Pa.	1	2	172.90
Anderson, Ind.	1	1	610.00
Anderson, S. C.	1	1	134.00
Ann Arbor, Mich.	1	7	20,612.02
Appleton, Wis.	1	1	75.00
Ardmore, Pa.	1	7	11,071.00
Arlington, Va.	2	43	2,714.80
Ashland, Ohio	1	22	96,736.70
Ashville, N. C.	1	1	26.40

City and State	No. contractors	No. orders	Amount
Atlanta, Ga.	13	189	$ 309,887.96
Augusta, Maine	1	1	126.24
Austin, Texas	1	2	4,736.00
Baltimore, Md.	52	972	857,875.94
Bayonne, N. J.	2	2	1,934.36
Belleville, N. J.	2	19	228,010.20
Berkeley, Calif.	1	2	1,678.00
Berwick, Pa.	1	1	140.00
Bethesda, Md.	1	3	59.25
Binghamton, N. Y.	1	2	4,604.00
Birmingham, Ala.	2	4	101,146.55
Blanchester, Ohio	1	3	4,138.00
Boston, Mass.	7	55	216,575.14
Boyertown, Pa.	1	1	97.10
Brookfield, Mass.	1	2	47,434.00
Brooklyn, N. Y.	3	63	91,836.73
Buffalo, N. Y.	3	25	160,403.26
Butler, Pa.	2	7	3,981.00
Cambridge, Mass.	2	2	66,899.80
Camden, N. J.	3	60	40,329.52
Canton, Ohio	1	2	895.00
Carlisle, Pa.	1	1	1,832.46
Cedar Rapids, Iowa	1	3	4,062.91
Champaign, Ill.	1	1	197.95
Chapel Hill, N. C.	1	6	2,998.90
Charlestown, W. Va.	2	39	14,338.82
Charlotte, Mich.	1	1	16,065.00
Charlotte, N. C.	3	14	5,919.67
Chattanooga, Tenn.	1	1	300.00
Chester, Pa.	1	2	322.00
Chicago, Ill.	118	1036	6,297,512.12
Chicopee Falls, Mass.	1	1	9.00
Cincinnati, Ohio	8	83	221,691.95
Clearfield, Pa.	1	2	618.80
Cleveland, Ohio	16	141	1,281,387.41
Clifton, N. J.	1	1	1,125.00
Clinton, Mass.	1	4	7,996.00
Clinton, S. C.	1	7	8,818.39
Columbia, Mo.	1	5	2,803.20
Columbia, S. C.	1	4	644.00
Columbus, Ga.	1	1	381.78

City and State	No. Contractors	No. orders	Amount
Columbus, Ohio	9	36	102,382.06
Concord, N. H.	1	2	43,810.00
Cornwall, N. Y.	1	1	18,367.47
Coschocton, Ohio	1	2	1,711.25
Covington, Ky.	1	1	258.37
Dallas, Texas	7	22	28,407.16
Dalton, Ga.	1	4	4,216.00
Danville, Ill.	1	1	33.00
Dayton, Ohio	7	70	219,588.72
Dearborn, Mich.	1	12	13,659.70
Decatur, Ga.	1	6	4,390.00
Defiance, Ohio	1	2	232.00
DeKalb, Ill.	1	1	59.21
Denton, Md.	1	9	1,241.99
Denver, Colo.	4	44	60,830.38
Des Moines, Iowa	1	12	7,670.30
Detroit, Mich.	22	84	251,959.95
Dubois, Pa.	1	4	1,041.95
Durham, N. C.	1	3	1,830.00
East Moline, Ill.	1	1	5,200.00
East Peperel, Mass.	1	1	4,100.00
Easton, Md.	1	1	17.00
Easton, Pa.	1	5	13,059.00
Edgerton, Wis.	1	2	5,150.00
Elizabeth, N. J.	1	2	4,137.74
Elkhart, Ind.	1	1	4,050.00
Emeryville, Calif.	1	4	95,888.97
Erie, Pa.	1	4	1,470.50
Evansville, Ind.	1	12	9,046.89
Fitchburg, Mass.	1	1	556,874.98
Fort Belvoir, Va.	1	7	16,754.09
Fort Bennings, Ga.	1	2	804.17
Fort Leavenworth, Kan.	1	3	34,293.59
Fort Monmouth, N. J.	1	2	1,384.75
Fort Monroe, Va.	1	8	14,795.55
Fort Sill, Okla.	1	2	3,037.82
Fort Wayne, Ind.	3	15	22,456.01
Fort Worth, Texas	3	9	9,505.00
Fostoria, Ohio	1	20	17,760.96
Framingham, Mass.	1	31	731,287.90
Franklin, Pa.	1	22	220,039.35
Frederick, Md.	2	69	17,310.25

City and State	No. Contractors	No. Orders	Amount
Freeport, Ill.	2	2	698.00
Gainseville, Fla.	1	3	2,292.50
Galveston, Texas	1	1	450.00
Garden City, L.I.N.Y.	1	6	37,122.49
Gettysburg, Pa.	1	5	966.30
Glendale, N. Y.	1	1	1,755.00
Greensboro, N. C.	1	3	319.25
Greenville, S.C.	1	4	214.18
Greenwich, Conn.	1	3	11,546.00
Guthrie, Okla.	1	2	982.00
Grand Rapids, Mich.	3	5	12,684.30
Hammond, Ind.	1	14	97,067.89
Hannibal, Mo.	1	1	297.05
Hanover, Pa.	1	2	1,710.05
Harlingen, Texas	1	5	2,205.90
Harrisburg, Pa.	2	36	23,523.01
Henderson, N. C.	1	6	9,680.00
High Point, N. C.	1	2	398.50
Hoboken, N. J.	2	13	439.838.18
Holyoke, Mass.	1	6	213.399.69
Hopeville, Ga.	1	1	1,135.05
Hopkinsville, Ky.	1	1	142.50
Houston, Texas	4	29	96,452.98
Huntington, W. Va.	12	17	1,604.30
Ilchester, Md.	1	1	1,588.00
Indianapolis, Ind.	5	31	89,981.56
Jackson, Miss.	2	3	2,407.27
Jacksonville, Fla.	1	1	141.00
Jeanette, Pa.	1	2	354.50
Jefferson City, Mo.	1	8	9,411.87
Jersey City, N. J.	2	24	202,745.00
Joliet, Ill.	1	5	10,054.21
Joplin, Mo.	1	1	115.00
Kansas City, Mo.	2	22	47,863.72
Kingport, Tenn.	1	10	152,436.67
Kutztown, Pa.	1	7	2,552.08
Lafayette, Ind.	1	1	797.00
Lancaster, Pa.	3	26	16,045.09
Lansing, Mich.	2	7	21,687.50
Lawrence, Mass.	1	2	2,066.35

City and State	No. Contractors	No. Orders	Amount
Lebanon, Pa.	1	9	$ 3,097.54
Lexington, Ky.	1	1	397.50
Lincoln, Neb.	1	3	17,517.57
Little Rock, Ark.	1	11	662.00
Lodi, N. J.	1	3	13,706.50
Long Island City, N.Y.	6	96	420.638.22
Loraine, Ohio	1	1	174.00
Los Angeles, Calif.	9	27	343.058.28
Louisville, Ky.	5	42	37,624.83
Lowell, Mass.	1	2	14,336.00
Lynchburg, Va.	2	22	10,32[illegible].64
Martinsburg, W. Va.	1	12	1,728.00
Massillon, Ohio	2	14	27,689.25
Medford, Mass.	1	2	5,876.10
Memphis, Tenn.	1	7	7,901.65
Mendota, Ill.	1	4	2,297.54
Meriden, Conn.	1	1	2,406.80
Metuchen, N. J.	1	1	23,130.00
Miami, Fla.	1	2	457.75
Middletown, Md.	1	8	772.00
Milwaukee, Wis.	11	69	275,196.12
Minneapolis, Minn.	5	24	243,480.63
Mobile, Ala.	1	1	375.00
Moline, Ill.	1	6	15,388.37
Montgomery, Ala.	1	2	2,284.70
Mt. Morris, Ill.	1	3	14,492.35
Mt. Vernon, N. Y.	1	3	4,099.00
Nashua, N. H.	1	1	21,000.00
Nashville, Tenn.	5	33	49,054.19
Newark, N. J.	1	13	11,370.20
NewHaven, Conn.	1	7	9,183.00
New Orleans, La.	4	6	3,995.40
Newport, Ky.	1	3	526.03
Newport News, Va.	2	3	779.91
New Rochelle, N. Y.	1	7	38,118.91
NewYork, NewYork	226	1862	5,019,452.40
Niagara Falls, N. Y.	1	18	466,773.79
Norfolk, Va.	2	12	124,907.67

City and State	No. Contractors	No. Orders	Amount
Norristown, Penn.	1	1	$ 135.30
North Bennington, Vt.	1	1	2,790.00
Norwalk, Ohio	1	1	17,142.92
Norwood, Mass.	1	8	36,178.51
Norwood, Ohio	1	1	13,670.00
Oakland, Calif.	5	9	92,164.87
Oak Park, Ill.	1	22	79,471.66
Oklahoma City, Okla.	1	4	7,663.32
Omaha, Neb.	1	2	381.01
Orange, Conn.	1	1	1,225.00
Orlando, Fla.	1	1	63.20
Oshkosh, Wis.	1	1	1,020.00
Paris, Ill.	1	1	700.00
Parkersburg, W. Va.	1	1	400.00
Peoria, Ill.	1	1	98.00
Philadelphia, Pa.	46	1092	2,410,673.32
Pikesville, Ky.	1	1	126.70
Pittsburgh, Pa.	8	126	94,927.85
Plainfield, N. J.	2	8	6,455.00
Pontiac, Mich.	1	42	66,537.28
Portland, Oregon	6	18	22,004.41
Poughkeepsie, N. Y.	1	10	44,001.25
Providence, R. I.	1	4	3,205.80
Racine, Wis.	1	3	8,430.00
Raleigh, N. C.	5	19	8,811.36
Reading, Pa.	2	13	3,609.00
Red Lion, Pa.	1	1	88,200.00
Richmond, Va.	14	259	374.459.60
Roanoke, Va.	2	56	33,567.97
Rochester, N. Y.	2	43	120,868.32
Rock Island, Ill.	1	1	475.00
Rockville, Conn.	1	12	42,603.15
Sacramento, Calif.	1	6	8,198.70
Salt Lake City, Utah	1	2	2,719.00
San Antonio, Texas	4	5	2,683.85
San Francisco, Calif.	25	74	121,635.03
Scranton, Pa.	2	22	82,566.24
Seattle, Wash.	4	9	13,512.00

City and State	No. Contractors	No. Orders	Amount
Shelby, Ohio	1	5	$ 60,724.01
Silver Springs, Md.	1	7	5,765.25
South Bend, Ind.	2	21	27,118.95
Spokane, Wash.	1	1	776.25
Springfield, Ill.	1	9	18,565.52
Springfield, Mass.	2	8	12,938.44
Springfield, Mo.	1	6	3,021.72
Springfield, Ohio	1	1	810.00
Staunton, Va.	1	7	856.50
St. Augustine, Fla.	1	1	1,158.80
St. Louis, Mo.	35	429	648,915.18
St. Paul, Minn.	2	11	76,422.99
Sterling, Ill.	1	1	300.00
Sunbury, Pa.	1	1	130.00
Sykesville, Pa.	1	1	95.00
Syracuse, N. Y.	1	1	57.00
Tacoma, Wash.	11	1	1,268.00
Takoma Park, Md.	1	3	475.75
Tampa, Fla.	1	1	62.00
Toledo, Ohio	6	31	74,755.79
Topeka, Kansas	1	4	18,583.29
Trenton, N. J.	2	11	8,468.60
Troy, Ohio	1	1	301.00
Tuckahoe, N. Y.	1	5	32,522.50
Tyrone, Pa.	1	1	320.47
Utica, N. Y.	1	2	188.90
Waltham, Mass.	2	7	25,328.24
Washington, D. C.	83	2796	2,861,427.09
Wayne, Mich.	1	1	6,469.20
Westchester, Pa.	1	85	173,809.62
West Springfield, Miss.	1	2	1,285.66
Winston-Salem, N. C.	1	18	5,917.07
Wichita, Kansas.	1	2	3,049.46
253	1054	11523	30,213,044.03



SHORT SCHEDULE INCREASES COSTS

The short schedule allowed on departmental printing often causes costs to become exorbitant. Such was the case with the Treasury Department poster "Deliver Us From Evil."

Requisition and copy for the poster reached the Government Printing Office on Friday, April 23. The quantity was 804,000, in three sizes--11 by 14 inches, 22 by 28 inches, and 28½ by 40 inches. This required different reductions and enlargements of the copy furnished.

The posters delivered in several forms--some folded once, some three times, some four times, some delivered flat, and some were lined and mounted on mounting board 0.065 inch thick. For example, of the 420,500 11-by 14-inch posters, 366,800 folded to 11 by 7 inches and 53,700 were shipped flat. Of the 348,500 22 by 28's, 294,700 folded to 11 by 7 inches and 18,000 were lined with kraft paper and mounted. Of the 35,000 28½- by 40-inch size, 17,900 folded to 28½ by 20 and 17,100 to 7 1/8 by 10. A total of 8,950 packages, each containing 14 posters in four different sizes, was required for mailing. Remaining posters were wrapped and delivered to some 100 additional destinations.

Originally Treasury asked delivery by May 10--the seventeenth calendar day after receipt of copy. This was clearly impossible, but we felt that we could begin delivery on May 20 and complete it by May 28--if we could let the contract at once. Treasury accepted the schedule.

On April 24 (the day after receipt of copy) we wrote specifications and scaled the art work. Since the poster was for Nation-wide distribution, we deemed it desirable to procure it in the Chicago region. We sent art work and specifications to the Chicago warehouse, with instructions to the manager to receive bids. He awarded the contract on April 28--the fifth day after

receipt of copy. This procedure saved days of production time. Fortunately we had on hand in Chicago sufficient suitable paper to print the job, with the exception of the mounting board.

Specifications called for proofs to be furnished us 6 calendar days after receipt of the art work by the contractor. Complete delivery must be made within 18 calendar days after receipt of copy, with partial delivery "as soon as possible."

As you can see, production requirements for these posters are stringent. Meeting the delivery schedule necessitated beginning the work immediately. Most printers have at least a few weeks' work ahead in their plants. That was the case with the low bidder. He offered to produce the posters for $4,300, if he could be given an additional 2 weeks for the work. This was impossible. The second low bidder was in the same predicament--could do the work with slightly more time. It looked as if the contract would go the third low man--the first who could delivery before the dead line. His price was $5,500. We considered $1,200 too much of a bonus to pay for speedy delivery, so extended the time 3 days to let the contract to the second low bidder. He will begin delivery May 23 and complete it on June 1. This predicament could have been avoided, had our customer sent the copy earlier or even warned us that it was coming.

RATION PRINTING

Applications for War Ration Book No. 3 Ordered

On Tuesday, April 13, the Government Printing Office received an OPA requisition for 120,000,000 5- by 8½-inch applications for War Ration Book No. 3, to be printed face and back. Delivery to 43,000 post offices and 9 OPA distribution centers scattered over the United States was requested by May 18--5 weeks from

receipt of requisition. This request was made in spite of the enormity of the job, the complicated delivery required and the fact that paper had to be manufactured. Procurement of paper alone often requires weeks, especially in the quantities needed for this job--1,400,000 pounds.

We placed the paper order at once and were fortunate enough to get a promise of early delivery. It was impossible to do the presswork in the office, so we set type, made patterns for contractors, and printed 2,000 copies to be used as samples on which commercial printers could place their bids.

The production of the applications is somewhat complicated. They have to be perforated twice and numbered in three places. The three numbers are the same on single cards but run consecutively on the 120,000,000. This type of numbering is complicated and difficult. Comparatively few printers can undertake it.

To expedite production to the limit, I sent trained men familiar with the job to several large printing centers to let the contracts. This required less time than would have been lost in contractors' coming here to examine the copy and bid. These men succeeded in letting 14 contracts in six centers of printing. It was absolutely essential to split the contract among the several firms. No one plant could print and deliver in the time allowed. In fact, the delivery requirements caused several firms to hesitate to participate. Not only were there more than 43,000 delivery points but also 185,854 packages--each containing 650 copies of the application. Each of the 29,000 fourth-class post offices in the country will receive one package of 650 cards; the 9,000 third-class offices will receive two packages each; and the second- and first-class offices will receive copies in accord with their needs.

The OPA plan for the distribution of ration book No. 3 by mail necessitated printing the applications. The Government feels that this plan will allow

a closer check of consumers and will eliminate some abeses connected with the old system. The applications will also furnish an accurate census of civilians. Advantages are obvious, but I cannot refrain from remarking that such programs should be instituted well enough in advance of use to allow procurement of necessary printing with less haste. We will meet the dead line, as we are determined to do with all our printing.

Attempt at Advance Planning Unsuccessful

The sheer enormity of the OPA printing program can be grasped only with difficulty. When I tell your committee that printing for this department alone will equal or exceed our entire work for the 1940 fiscal year you may think: "That's nothing; they buy it all commercially."

In the first place, we do not buy it all commercially. We print a share of most of the big jobs that are handled regionally. Only presswork is purchased, when jobs do go out. The Office performs all planning, scheduling, typesetting, and pattern making, in addition to purchasing paper and printing. The only work of which we are relieved is actual presswork. Too, more detailed preliminary planning is required for commercial than for plant production. The extremely short schedule allowed on many jobs further complicates our problem. Probably the factor most difficult to contend with is the uncertainty of departments as to quantities, with increases or decreases in quantity after the order is placed. OPA has been a particular offender in increasing quantities.

To assure speedy production of ration printing, we recently requested OPA to send us a list of the various gasoline and fuel-oil forms and books that would be needed during the remainder of 1943, so that we could order the manufacture of the paper that would be needed. They did this, breaking the requirements

into those for June 15 and for the balance of the year. They listed 39 pieces of printing for gasoline, in a total amount of 580,570,000 for the rest of 1943, and 16 jobs for fuel, the total being 57,220,000. Sixteen of the jobs are due to be printed on safety paper, 23 on sulfite, 5 on gummed paper, 6 on newsprint, and the remainder on other stocks.

Before we could begin to order paper, changes in quantities--increases in most cases--began to come in from OPA. These increases amounted to millions of copies. It was apparent that if the work was to be handled in that manner by the Department we could gain nothing by our attempted foresightedness, so we gave up the idea. OPA will now have to take its chance on obtaining paper from the mills promptly. Advance planning would have saved many headaches later.

* * * * *

Further changes in fuel-oil ration printing came in after we had abandoned the idea of ordering paper in advance. This was the most radical change so far.

The list furnished by OPA indicated that 16 requisitions would come in on fuel oil printing, for June 1 delivery. On April 30, requisitions and copy of three of the jobs were received, and the other 13 were canceled. In thier stead, five new forms were described to us, but neither requisition nor copy was furnished. Some of the new jobs will be printed on safety paper, causing a drain on our supply, all of which had been allocated to other jobs.

The number of copies on the eight fuel forms is 39,630,497. Delivery on all is requested by June 1. We accepted this schedule several weeks ago, with the understanding that copy would be furnished early in April. On April 30, when it still was not forthcoming, we notified OPA that every day of delay in furnishing copy would push delivery date 1 day forward. It is impossible to deliver in less than 30 days.

OPA Order Delayed by Failure of Contractor

The Government Printing Office in general and our ration printing unit in particular are approaching the stage at which all OPA printing requisitions assume nightmare proportions. Their orders are so large and so rush and so secret that it becomes harder and harder to let contracts. At times we resort to entreaties and at times to veiled threats to induce commercial firms to take the orders. Then, because it is impossible to meet dead lines if any mechanical difficulties arise (as they always seem to do) the contractor may fall behind in his deliveries. Such a situation is the signal for vociferous protests from OPA, which screams "persecution!"

When ration stamps first came into use, we furnished retailers gummed sheets on which to paste surrendered stamps. Each sheet held only 50 stamps, and the sheets were expensive. When rationing became so general, it was necessary to devise another scheme. OPA conceived printed jackets that would hold 500 stamps and would cost less than the gummed sheets. They ordered 120,000,000 of the jackets and told us that hereafter they would need 465,000,000 a year.

The jackets can be produced only by specialty houses, and as the need was urgent we negotiated the first contract for 18,000,000. These were desired on March 18, but the contractor could not promise delivery until March 24. The other 102,000,000 were let on competitive bids (65,000,000 to the first contractor), to deliver at the rate of 30,000,000 a month. Jackets were to be shipped to OPA warehouses and deliver from there.

The contractor, one of the largest specialty firms doing this kind of printing in the United States, failed to deliver, and more serious still, failed to notify us of the delay. On March 24 (when it should have been completed) delivery had not begun. We exerted every pressure possible to accelerate delivery and succeeded in obtaining a 50-percent increase in production,

This was not enough, so we appealed to the contractors on the remaining 37,000,000. One of them, in an effort to relieve the situation, put nine subsidiary plants to work on the jackets--at no increase in cost to us. The other contractor, whose contract called for immediate delivery, stated that he could not begin the work for 6 weeks. We promptly canceled his contract and let his share to two new firms who could deliver at once. Jackets are now leaving the plants at a rate in excess of 2,500,000 daily--enough to satisfy OPA needs.

This is the kind of thing that often causes "delinquency." I feel that our contracts should have teeth in them. Ordering departments cannot be expected to forgive late delivery, no matter what the cause.

Stamp Sheets Planned

Another OPA job that is still (April 30) in the making promises to be one of the most difficult we have ever procured. It is projected to consist of 100,000,000 small ration stamps (from 2 by 3 to 3 by 4 inches), numbered consecutively. The stamps will appear on a sheet, so there will be 10,000,000 sheets.

We have not yet received a requisition, so we have not been able to ask for bids. I fear that we shall not easily find a contractor.

PUBLICATION EXPENSIVE AND TROUBLESOME

One of the most expensive and difficult dated publications handled by the Government Printing Office is the Bureau of Naval Personnel Information Bulletin, released for official use on the 1st of each month. The number of pages varies; in the current issue it is 68, plus a two-color cover.

Type for the Information Bulletin is set in 7½-point ionic (the type used in the Congressional Record). We have many magazines of this type, so composition offers no complications. The copy usually comes in piecemeal, and proofs go out in the same way.

Difficulty with the Bulletin begins with author's corrections and make-up. The Department furnishes a "dummy" (paste-up of the type and illustrations, showing where they must appear in the finished magazine). We are required to follow the dummy slavishly, breaking the type from one page to the next exactly as is indicated. This would be fine, if the dummy were accurate. It is not. Corrections are made on the proofs used for paste-ups (lines deleted or added), but no provision is made for the increased or diminished type. The result is that so much type is allotted to some pages that it is impossible to crowd it into the available space and so little for others that we have to space out the type, until every rule of typography is violated.

Another difficulty in make-up results from the order in which the type is set. We set articles and place them on galleys in exactly the sequence in which we receive them in copy. We then store the galleys in sequence. If the position of the articles in the finished book were the same as on the galleys, make-up would be simple. We would begin page 1 with the type on galley 1, and continue in order.

The orderly arrangement described is diametrically opposed to the practice of the Navy Department. Their dummies may call for type from galley 10, galley 64, and galley 53 on page 1 of the magazine. The only way our makers-up can work is to spread out galleys of type in sequence. Then they have to walk to galley 10, pick up a section of type, walk back to their work table, place the type in the page, walk to galley 64, walk back to the table, walk to galley 53 and back, etc. This procedure not only wastes time but exhausts the unlucky printer forced to do the work. The concrete result of the lack of planning is a very high charge for make-up. For the April issue, charge for author's corrections

and make-up was $330.14 and for original composition was only $336.50! Charges for the May issue will be comparable.

Another complicating factor on the current issue is the lack of Department planning for the illustrations. Proofs and dummy reached the Office at 1 p. m. Monday, April 26. Complete page proofs were demanded on Tuesday, April 27. Preparations for make-up disclosed that one halftone had not been made (copy for it had not been furnished) and that three line cuts had to be remade because of author's corrections on them. Considering the urgency of the War and Navy jobs that we are handling on rush schedules, it is almost tragic to be forced to delay them to make over plates that have once been made.

As I have said, page proofs on the Information Bulletin were due Tuesday, April 27. They were ready on time and were read and O. K.'d in the Office. We had very little time to make the usual heavy corrections, make plates, and print and bind 40,000 copies of the magazine. Such a schedule is, on the surface, very short and can be met only with the use of expensive overtime. If the publication were a daily newspaper which had to carry only current news, I could understand the rush. Since it is a monthly and of necessity carries month-old news, I cannot justify the method of handling.

DIFFICULT BOOK PROCURED ACCORDING TO SCHEDULE

To the nonprinter, difficulties connected with procurement of some of our large printing jobs are not easily understood. Manufacture of paper alone is a time-consuming operation. Because of limitations placed on manufacturers by the War Production Board it is necessary to obtain permission to order stocks sometimes requested by our customers. The use to be made of certain pieces of printing requires specialty methods of

production, which increase the difficulty of letting contracts. These factors multiply the headaches of the Government Printing Office.

An example of a large and difficult printing order which will be delivered at the time requested is the Army and Navy Recognition Manual now in process of manufacture. The original Navy order for 100,000 copies reached us on March 20. On March 26, an Army order for 750,000 copies came in. On April 13, Navy increased their order 25,000, to a total of 125,000, and on the same date, the Bureau of Naval Personnel sent in a requisition for 125,000, bringing the Navy order to 250,000. On April 1, War raised their order from 750,000 to 1,025,000 (an increase of 275,000). Thus the grand total as of today (April 21) is 1,275,000. This is subject to further increase.

Because of the urgency of the need for the manual, the Office has done everything in its power to expedite manufacture. Navy notified us informally of particulars of the job before the requisition was sent in. We at once wrote tentative specifications and notified the Director of Purchases of probable paper needs. This allowed him time to arrange for the manufacture of the very heavy tagboard covers desired and to initiate plans for procurement of other paper stocks. Paper orders could not be let until printing had been contracted, because it was necessary for the contractor to specify the size desired.

Considerable difficulty was experienced in letting a contract for printing and binding. Specifications and invitations to bid were sent to 16 firms; only 5 responded. Reluctance to bid resulted from certain printing, binding, and shipping requirements, namely:

1. Use of hinged covers with special fold to conceal the shoestring used in binding, with hinges reinforced with cloth. Shoestring binding was required because of the necessity for loose-leaf construction.

2. Use of printed separators "lipped" in eight different positions and printed on the lip.

3. Insertion of unassembled covers, separators, text leaves, and shoestring for each book in a separate printed envelope.

4. Packaging of envelopes in cartons weighing not more than 70 pounds, contractor to furnish cartons.

As a concrete example of the complications of manufacture, I might mention the single operation of lipping. The Government Printing Office--the largest printing office in the world--has only one lipping machine, because of the comparatively slight need for such equipment. Had we done the lipping here, the 10,200,000 lips to be cut would have required 51,000 cuts or 408 hours (more than 18 days, with three shifts a day) of work. If we have only one machine, it is conceivable that few plants would have the battery necessary for this job.

Bids were invited on the original 850,000 copies. Of the five firms bidding, only two came up to our specifications. The low bid was $63,000, and the other $132,000--almost twice as much. We are required by law to accept the lowest acceptable bid. However, we were dubious of the ability of the low firm to perform according to promise. Investigation revealed that they had no intention of living up to specifications, in that they contemplated using a much coarser screen for the halftones (which constitute about 80 percent of the book) than we believe could be used to give the detail essential. They submitted a sample of their work, which was entirely unsatisfactory. In view of the substantially increased total of the order, it seemed desirable to reopen bids to all original firms. This was done, and the second high bidder in the first round was low in the second and was granted the contract. He specified the width paper he desired, and the orders were placed for delivery on April 15 and May 1.

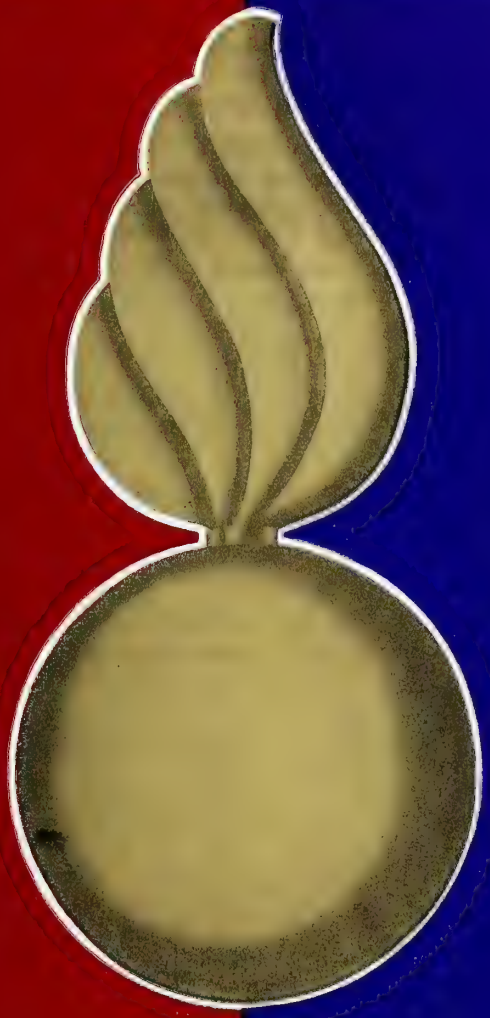
The Government Printing Office share in the production of the booklet was setting type, making line cuts, locking into pages, and making tenaplate molds. We contracted with four photoengraving firms to provide the halftones.

The paper needed to print this job weighs 1,429,368 pounds and envelopes weigh 62,448 pounds. Finished books weigh approximately 1 pound each, so when inserted in envelopes and packed in cartons, each carton will contain 60 books. At that rate, 21,048 cartons will have to be packed and shipped.

Delivery requirements are stringent. 100,000 copies are required within 2 weeks after receipt of paper and tenaplate molds by the contractor. Deliveries thereafter must be at the rate of 100,000 copies per week.

This huge job is being produced according to schedule, thanks to the close and understanding cooperation given by the Navy Department and commercial printers.

BATTLENECKS



Army Ordnance

BATTLENECKS



THE THIRD
IN THE
"TREMENDOUS TRIFLES"
SERIES

ARMY ORDNANCE



"America must win this war. Therefore I will work; I will save; I will sacrifice; I will endure; I will fight cheerfully and do my utmost, as if the cause of the whole struggle depended on ME alone."



HIS pledge was found in the pocket of a young American soldier killed in battle in 1918. I commend it to every soldier on the production front, whether he wears a uniform or not.

L. H. CAMPBELL, JR.
MAJOR GENERAL, CHIEF OF ORDNANCE

JANUARY, 1943



BATTLENECKS

STOP CALLING THEM BOTTLENECKS. THEY ARE BATTLENECKS

- When you cannot get enough brass to make the shell cases needed for the battle plan, brass isn't a bottleneck, it is a Battleneck.
- When there isn't enough aluminum to make the bombers wanted for a second front, it is a Battleneck.
- When you can't get delivery on machined parts and a gun assembly line stops, there is a Battleneck, not a bottleneck, because sailors and soldiers may die in battle for lack of them.
- When there isn't enough nickel, chromium, tin, or molybdenum for your specifications, you have a Battleneck, because the job we do here will determine the life or death on the battlefield of thousands of our fighting men.





FIGHTING WORDS on a FIGHTING FRONT

"Bottleneck" is a passive peacetime word, meaning only a restricted flow of material. In war it means an increased flow of blood. In this all-out war, we need more fighting words and fighting deeds on the production front. "Battleneck" is a fighting word and the man or woman who helps eliminate one is performing a fighting deed, because he is fighting for the lives of others.

It is going to take a great many production front fighting deeds to win this war in a reasonable time, and the purpose of this booklet and "Tremendous Trifles" and "Metalurgency" that preceded it, is to further the Design and Engineering Offensive that must get under way before our second, third, fourth, and tenth war fronts will have the support they need.

THIS IS YOUR WAR . . . FIGHT IT!

To the man at the war front, be it on land or sea, there is no doubt that this is his war and that he has to fight it. It is a matter of life or death to him.

Here at home, however, out of sight and sound of battle, there is no bayonet, bullet, bomb, or blood to stir us to action. We cannot see or feel the forces that would destroy us, but they are here, lurking in the Battlenecks that threaten our ability to deliver enough, on time, to the many places where a pound of steel can save a pound of flesh and blood --possibly your own.

THIS IS YOUR WAR-FIGHT IT!













BATTLENECKS DEFINED

1

Material

The material specifications of our present production require our entire flow of copper, nickel, tin, chromium, aluminum, etc. In order to increase our production 50% to 100% as needed, we must take enough scarce materials out of these specifications to provide for the increase. We must create a supply by saving.

2

Machines

Manufacturing specifications for our present production are using our machining, forging, and casting equipment to capacity. To increase our production 50% to 100% as needed, we must redesign a great portion of our war equipment for manufacture on now idle machines.

3

Men

Designers and engineers, in uniform and out, are working on these problems to the limit of their physical ability and are making progress. To do this job, involving thousands of items, will require the time and talents of thousands of additional skilled men, because this is the most gigantic redesign and conversion program that the world has ever seen.

Designers, Engineers, Chemists, Mechanics,—here is your call to arms.

THIS IS YOUR WAR-FIGHT IT!

CITATIONS

This Production Front War on Battlenecks has been going on for months with marked success. "Tremendous Trifles" and "Metalurgency", the two previous Dispatches from this front, have cited the exploits of a number of "fighting" men in eliminating Battlenecks.

These preliminary actions have definitely turned the tide, but the job that remains to be done closely resembles and must precede the task of our forces in the field. Methodical and heroic action is yet required on both production and battle fronts.

This third Dispatch cites the accomplishments of additional Production Front Fighters and points out how each has contributed to the elimination of a Battleneck.

This Is Your War--Fight It!

ORDNANCE DEPARTMENT

Citation

UNITED STATES ARMY

makes it known

HAS RENDERED DISTINGUISHED SERVICE TO HIS COUNTRY IN THE STRUGGLE TO MAINTAIN THE FREEDOM OF ALL PEOPLE. BY THE EXERCISE OF HIS INITIATIVE AND INGENUITY HE HAS MADE A MARKED CONTRIBUTION TO THE VITAL WAR PRODUCTION PROGRAM TO CONSERVE CRITICAL MATERIAL AND MACHINES.

_____

_____

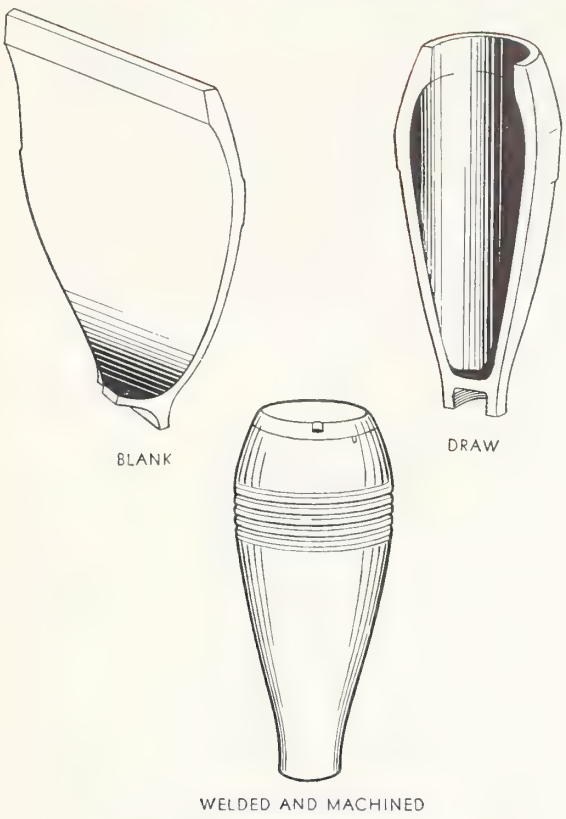
_____ 194____



CITING:

MR. THOS. E. MURRAY

MORTAR SHELL



—for designing a mass production 81-mm. Mortar Shell to replace the model made by machining and hogging out a forging.

Now a steel section is rolled, blanked out, and drawn; and two identical pieces are welded together and machined, with a saving for other uses of 12,000,000 lbs. of steel* and 750,000 machine hours on the present procurement.



*STEEL ENOUGH for



3 SUBMARINES



and



ONE DESTROYER



THIS IS YOUR WAR - FIGHT IT!

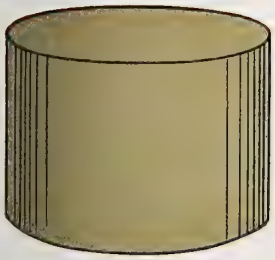
Tremendous Trifles No. 35

CITING:

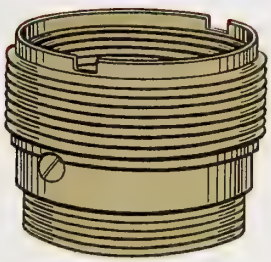
LT. COL. D. L. WOODBERRY

MR. CHARLES H. GODSCHALL

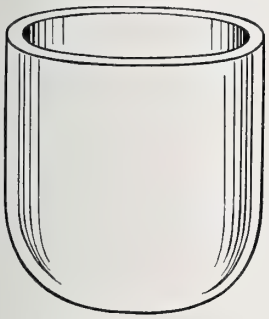
BOOSTER BODY



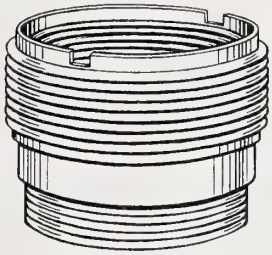
BRASS BAR STOCK



BRASS BOOSTER BODY



FIRST STEEL STAMPING



STEEL BOOSTER BODY

2¼"



—for a design to save 166,000,000 pounds of Brass on the present procurement of M-20A1 Booster Bodies.

This would be the equivalent of a column of Brass 24 ft. square as high as the Washington Monument.

It has been redesigned in three parts instead of two, to be stamped from steel.

Engineering is under way on a design to permit malleable iron castings as an alternate.





THIS IS YOUR WAR . . . FIGHT IT!

CITING:

MAJ. A. R. DAVIS
CAPT. C. SCANTLEBURY
MR. G. E. PARKER
MR. F. D. HAYES

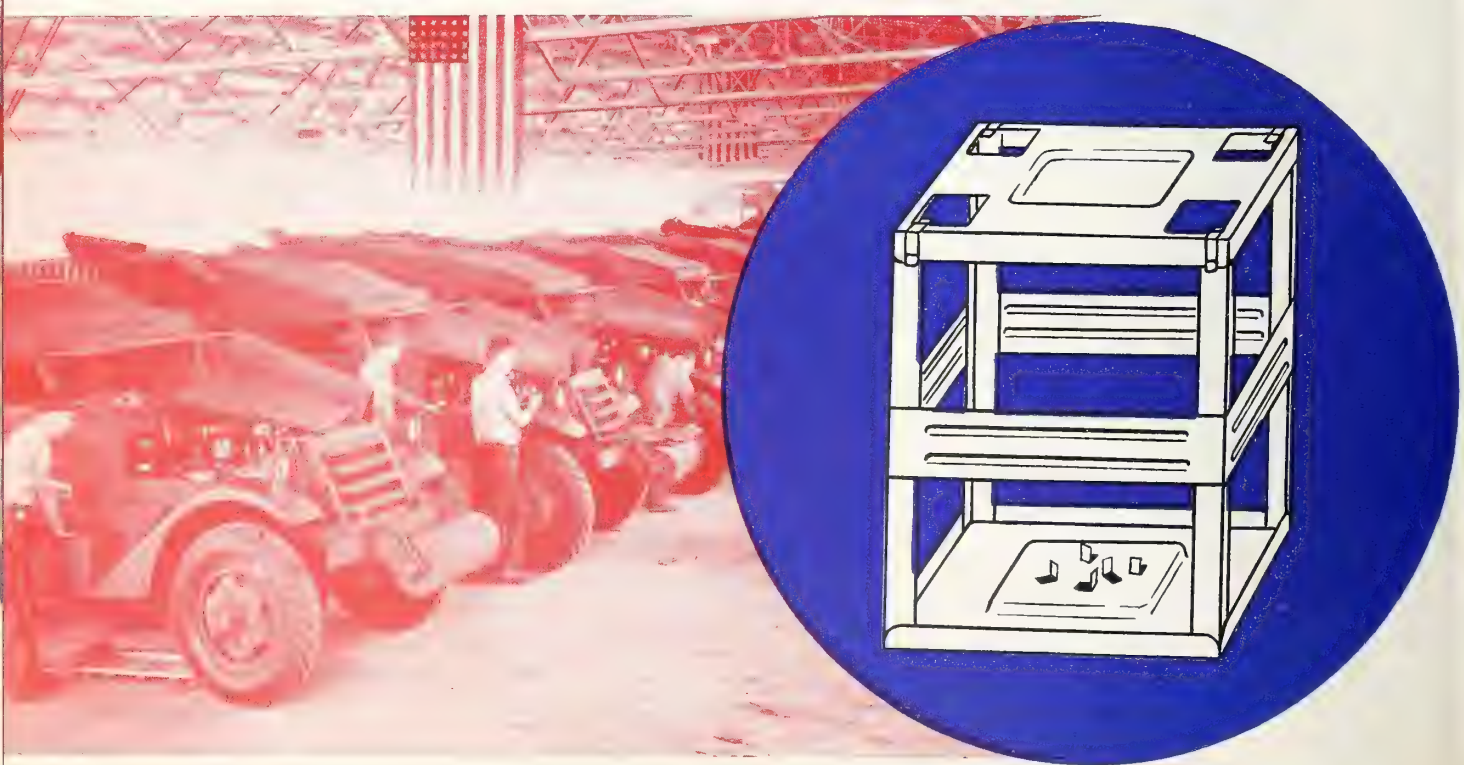
BOMB FIN CRATE



— The next million 500 pound Bombs that go crashing down on Germans or Japs will leave behind them 5,790,000 pounds of unused steel because they redesigned the crate that carries this Bomb Tail Fin.

This is enough steel to make 413 Half Track Armored Cars.

The saving was accomplished by using smaller and thinner members in some cases, ribbing others, and replacing an accessory holder by embossing the top and bottom plates.



Tremendous Trifles No. 37

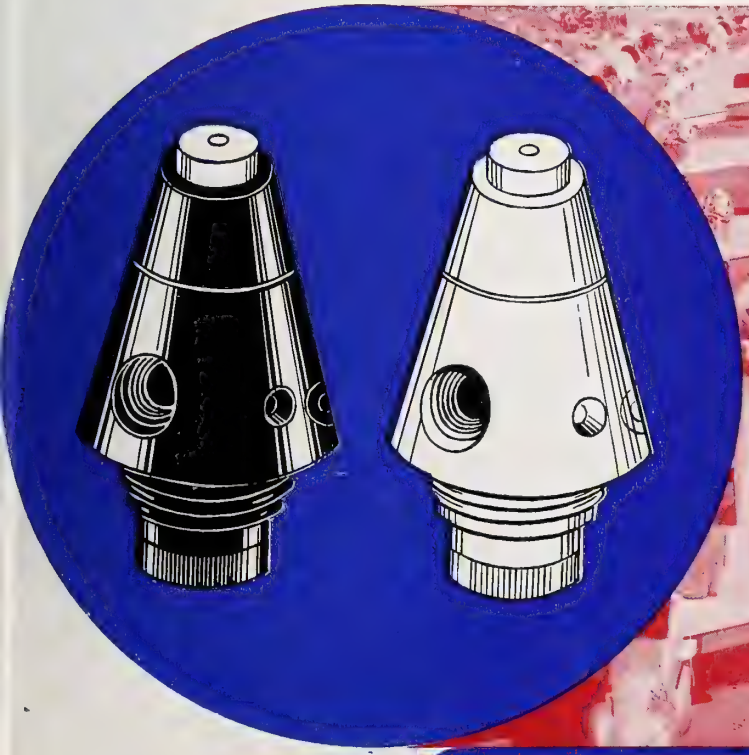
CITING:
MR. H. A. HUSTED
MR. F. H. SHAW

PLASTIC FUZE

They are cited for developing a plastic fuze body to replace critical Aluminum. Now, every time one of these shells go screaming at a Japanazi, there is one pound of Aluminum remaining here for airplane construction. In addition, non-critical molding replaces critical machining.

One million plastic fuzes will save enough Aluminum to build 270 Fighter Planes.





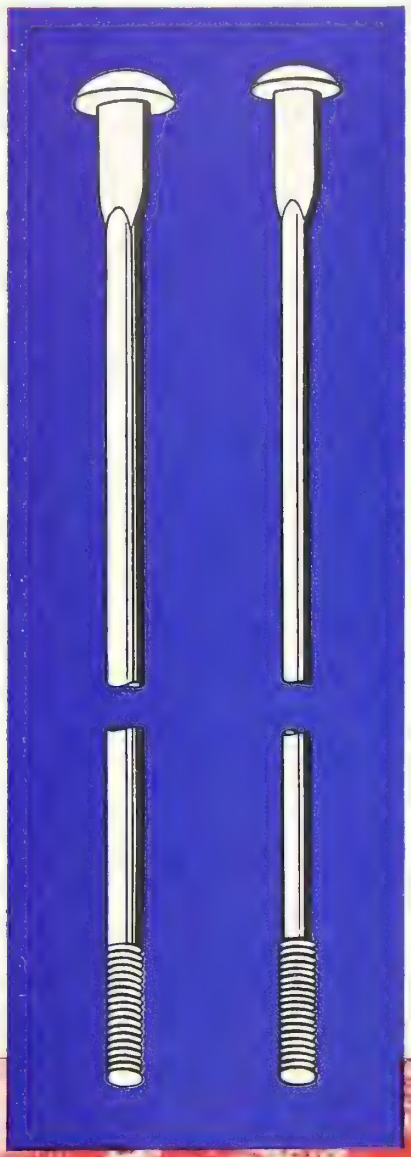


THIS IS YOUR WAR - FIGHT IT!

CITING:

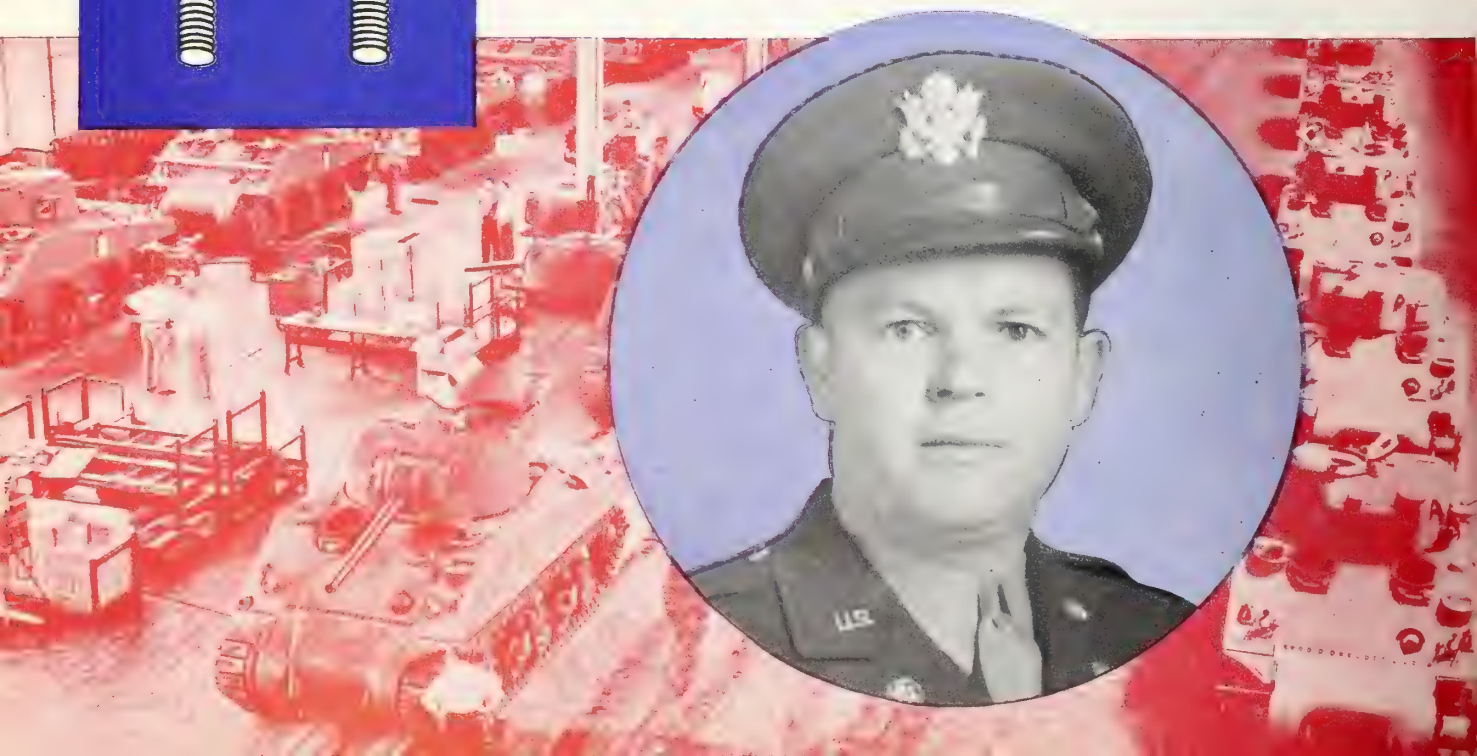
MAJ. V. L. BRADFORD

BUNDLING WIRE



He remembered that a chain is only as strong as its weakest link. Therefore why make a Bundling Wire thicker than the inside diameter of the threads on its end.

Now, by reducing the diameter and because the threads are rolled on, we eliminate thread cutting, get a stronger thread, and gain 7,000,000 pounds of steel—enough for 100 M-4 Tanks, up to January first 1943.



CITING:

LT. COL. C. M. ROBERTS

MR. DANIEL DEWEY

MORTAR SHEL TAIL FIN



This redesign affected three critical situations—Aluminum, Die Casting and Screw Machines. All three of these Battlenecks were widened by designing this 81-mm. Mortar Shell Tail Fin to be made from drawn steel cups and formed steel stampings, instead of from cast Aluminum with a machined steel core.

When our present procurement of these Tail Fins is completed, there will be Aluminum saved for 100 Four Motored Bombers.



CITING:

1st LT. HOWARD WOLF

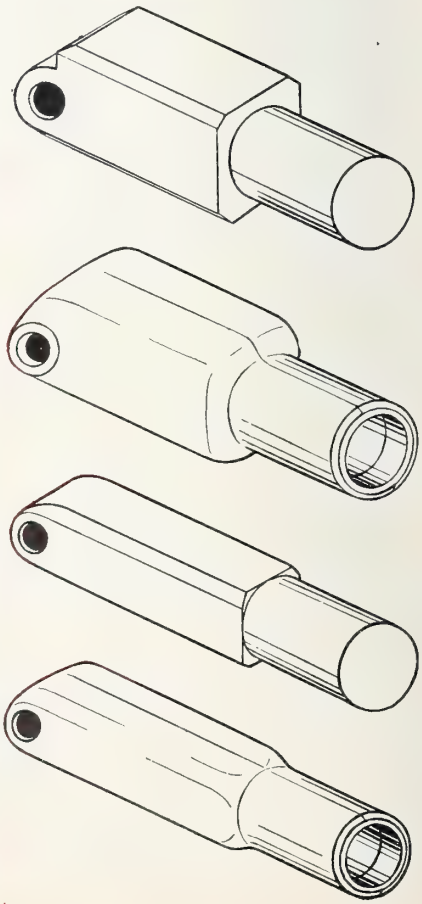
TRIPOD HINGES



Every Machine Gun Tripod has three hinges. In peacetime, the few needed were machined from solid forgings. For the remainder of our war, thanks to him, they are going to be made by welding two stampings together.

Small as these parts are, the Battleneck Breaking results are that on the next ten thousand tripods enough steel will be saved to make 640 Calibre .30 Machine Guns.







Tremendous Trifles No. 41

CITING:

CAPT. D. M. BACHELOR

MR. FRANK SHUMANN

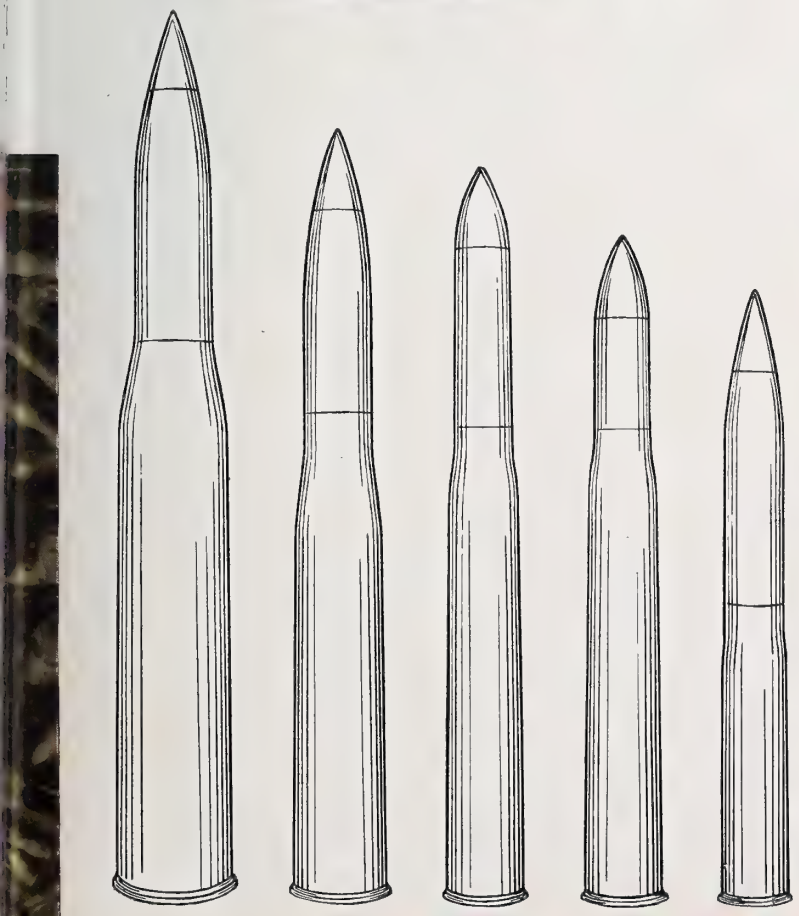
DRILL CARTRIDGES



—for saving 1,386,307 pounds of Copper, 467,752 pounds of Zinc, 102,675 pounds of Aluminum and 73,616 pounds of Manganese, and 9,150 pounds of Tin.

This was accomplished on the present procurement by converting 75 mm., 3-inch, 90 mm. and 105 mm. Drill Rounds (Dummy Practice Cartridges) from Manganese Bronze Castings to Malleable Iron Castings.

This is enough copper for 50,996,097 Caliber .30 Cartridge Cases and points the way to tremendous savings in non-expendable material.





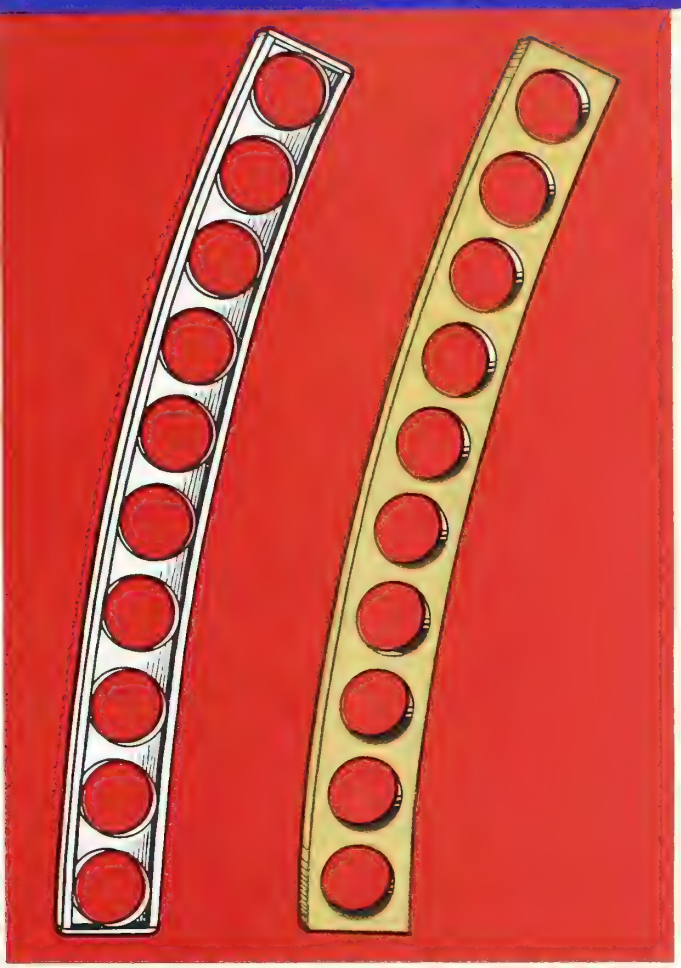
THIS IS YOUR WAR - FIGHT IT!

Tremendous Trifles No. 42

CITING:

MR. J. E. ECKENRODE

BALL RETAINER RING



Lessons learned in the mass production of roller skates, bicycles, and automobiles, have been applied to M-4 Tank design, not only to save critical materials, but to increase tank effectiveness.

200,000 Ball Retainer Sections converted from machined cast bronze to simple formed stampings saves 400,000* pounds of this scarce metal.

***ENOUGH COPPER FOR THE ROTATING BANDS ON 177,000 SHELLS**





Tremendous Trifles No. 43

CITING:

CAPT. F. G. BRENNER

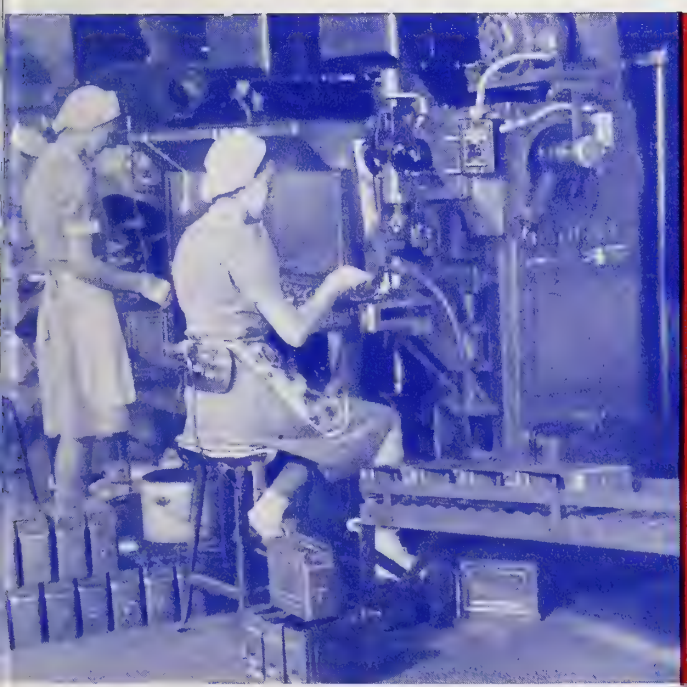
AMMUNITION CHEST

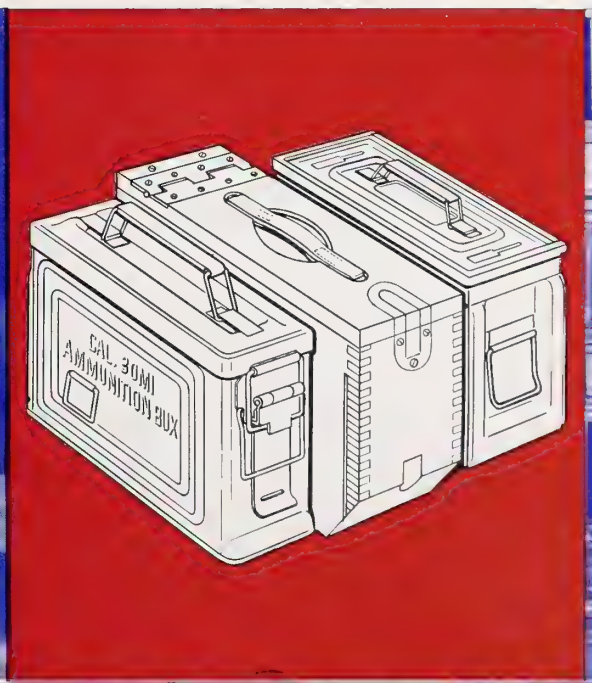


Tactical requirements of mobile warfare, that ammunition chests be expendable, moistureproof, non-inflammable, and extremely rugged, have forced a change from wood to steel. Such boxes for calibre .30 and calibre .50 ammunition have been put into production and are being loaded prior to issue to troops.

This citation is for a design program that has reduced storage and transportation requirements 32% on the .30 calibre ammunition box. Making the calibre .50 ammunition box from several rectangular blanks instead of one cross-shaped blank saves enough steel per million chests to make 500,000 calibre .30 boxes.

An alternative calibre .50 box design permits seam welding and thus opens up additional manufacturing facilities.







THIS IS YOUR WAR . . . FIGHT IT!

Tremendous Trifles No. 44

CITING:
MR. WALTER W. HOWLEY
INTEGRATING COMMITTEE

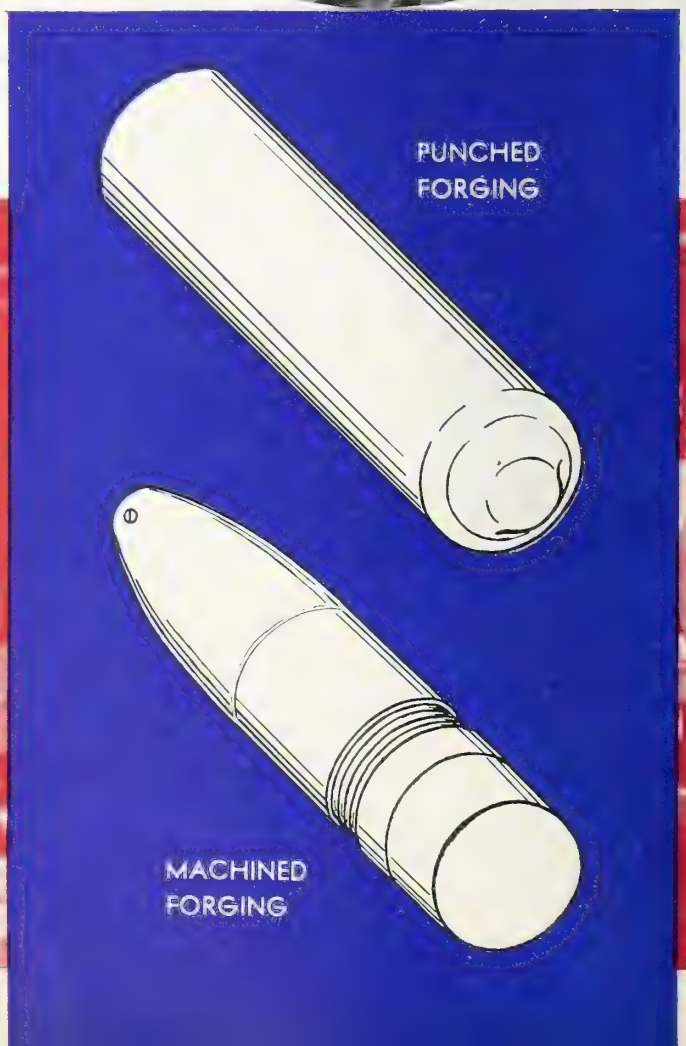
REDUCED BILLET WEIG

For pioneering the reduction of billet weight in shell forgings and the idea of using forging weight as a guide in conservation. This has resulted in the reduction of the specification maximum from 54 to 42 pounds on the 105 mm. shell.



Using the square billet, punch and draw method, the Gadsen Ordnance Plant has, over a period of time, reduced the billet weight to 40 pounds. By close control of operations such as uniform heating, rolling to accurate diagonals and concentric piercing and drawing, 12,000,000 pounds of steel are saved per million shells.





Tremendous Trifles No. 45

CITING:

MR. THORNE PENDLETON

HOT PRESSED SHOT

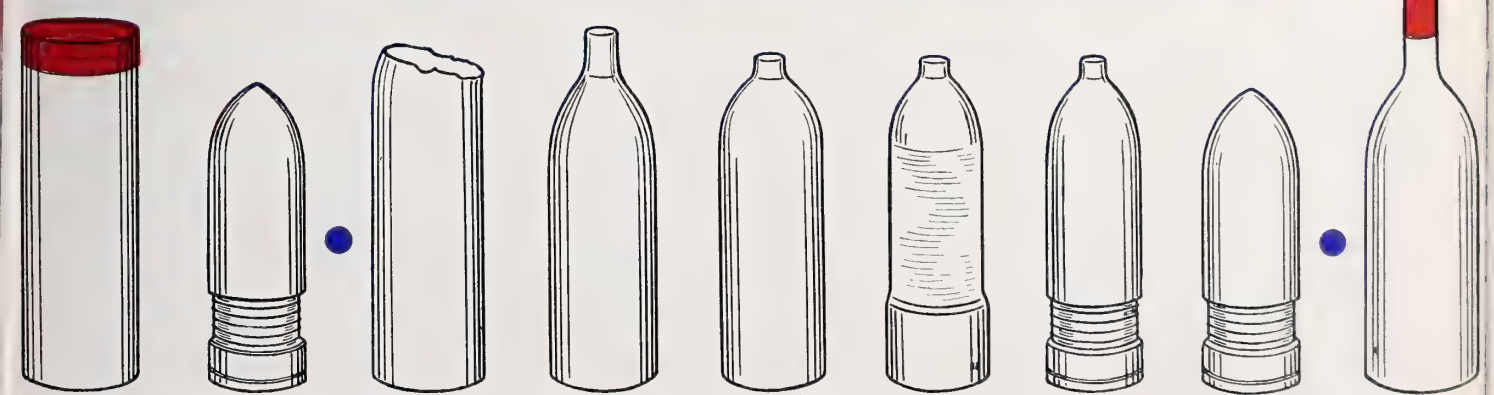


The conventional method of making Armor Piercing Shot is by machining from bar stock.

This manufacturer saves ¾ pound of high alloy steel per 37 mm. shot by hot pressing a sheared billet before machining. Now we can produce three Shot from the same amount of Bar Stock which provided only two before.

This development will undoubtedly enable Integrating Committees to extend the benefits of this idea widely.

3 SHOT for 2 from SAME AMOUNT of STEEL



Bar Stock Slug. Red area represents waste metal compared to #3.

Bar Stock Shot ready for centerless grinding.

Hot Pressed Shot Slug sheared.

Hot Pressed Shot Slug after hot pressing.

Hot Pressed Shot Slug after annealing, cleaned and tip cut off.

Hot Pressed Shot Slug chucked and turned to band groove.

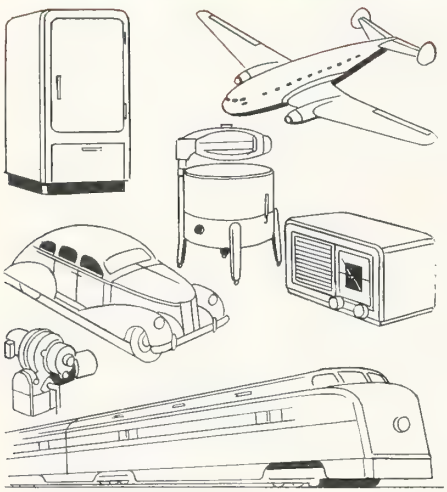
Hot Pressed Shot Slug ready for final machining.

Finished Hot Pressed Shot.

Red area sho saving by H Pressing.

THIS IS YOUR WAR . . . FIGHT IT!

Where To Find BATTLENECKS



There are thousands of points where you can attack "Battlenecks" and just remember this: American Engineers have never failed to improve on a product, no matter how good it was when they started to work on it. Witness the annual improvements in our automobiles, refrigerators, washing machines, oil burners, sewing machines, locomotives, airplanes, radios, farm machinery, road machinery, or almost anything else that can be mentioned.

THE SKY IS THE LIMIT

But to get a full appreciation of the job to be done and that can be done, our thinking should go beyond the 45 examples that have been presented in this series of booklets. In truth, the sky is the limit. New fields open up daily, and the old fields are all subject to review.

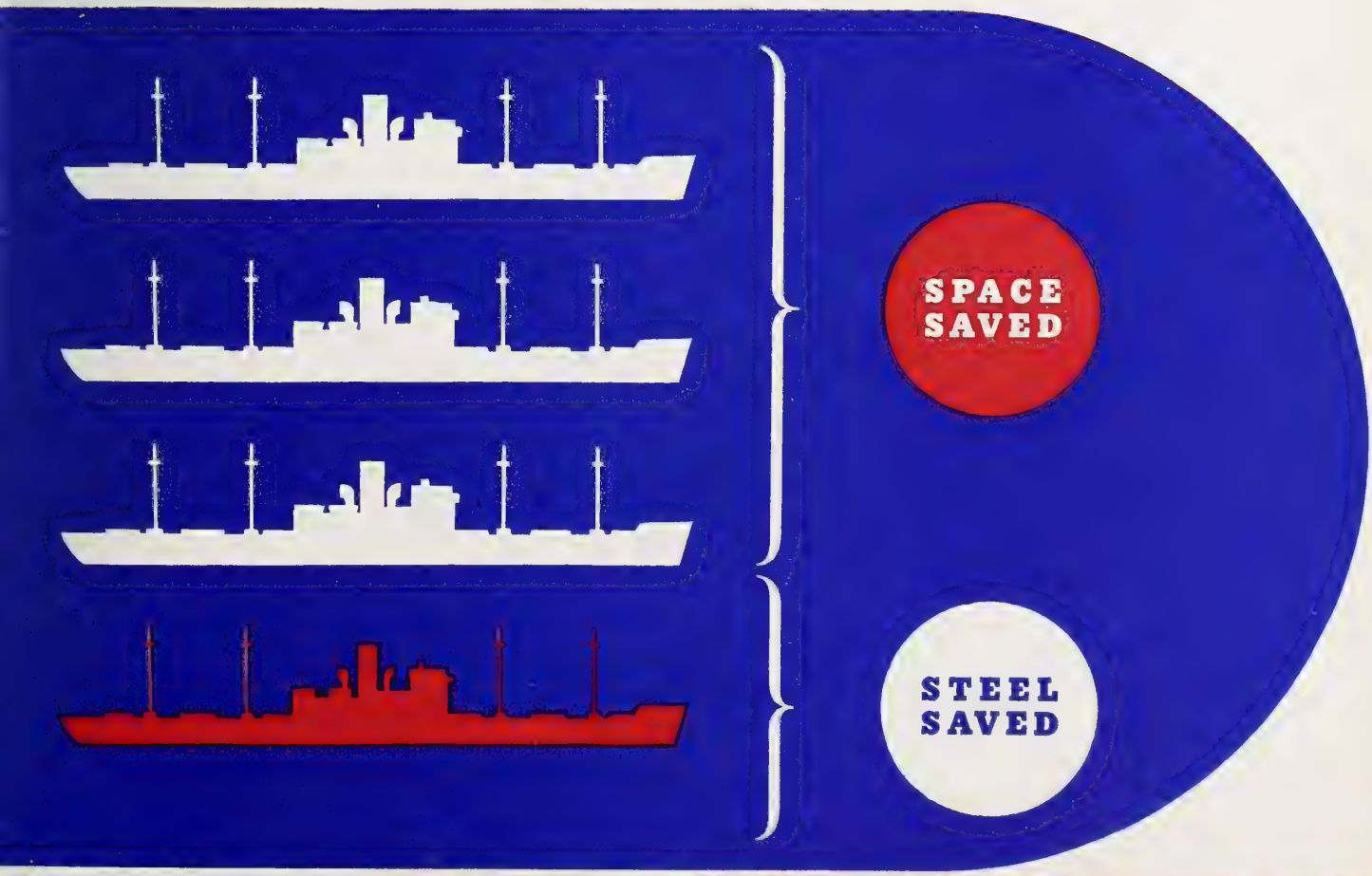
Take a look at the following which are a few of the things that are challenging us today. Some of these challenges have already been accepted and are being worked on. Others remain to be taken up by volunteer Production Front Fighters. Take your choice. There are enough for everyone.



CREATE SHIPS

Redesign the 500 pound Bomb Fin to fold flat and be easily assembled overseas. On the next million, because the crate would be practically eliminated, three new Liberty Ships will be literally created out of thin air by the saving in space.

The steel saved by eliminating the present crate will be enough to build another ship. This is a challenge worthy of the efforts of any Production Front Fighter.



THIS IS YOUR WAR - FIGHT IT!

There are other Production Enemies just as big or bigger than the Bomb Fin and Crate and there are thousands more which seem small but which add up to tremendous totals. Here are a few:



Physical Requirements:

How many specifications show physical requirements that force the use of high alloy steels, but really aren't necessary? Here are literally new mines of alloying metals.

Substitution:

If fibre can replace aluminum in field map cases, why can't the same kind of thing be done in other cases and metals thus provided for airplane wings and food containers? What about malleable iron to replace more brass and aluminum castings?



Tank Tracks:

We probably have the best tank track in the world, even if we did have to give up rubber. But it isn't good enough. We should be able to redesign it so that it will give double the mileage. Fewer repairs and retracking will in effect put more tanks into action, and reduce the spare track requirements.

Armor Piercing Shot:

Thousands of tons of scarce alloying metals are used in Armor Piercing Shot. There are those who think even better shot can be made from carbon steel—better than the specially Tipped Projectiles.



Armor Plate:

Make Armor Plate of non-critical steel that will stop the best shells. Stop this terrific drain on our stock pile of nickel, chromium, molybdenum, etc.

Forging Operations:

Method X speeds gun barrel production and reduces billet weight to ⅓. Why cannot there be fewer forging operations and consequent billet savings in all shell manufacture?

Fuze Assemblies:

We know that some Fuze designs have been simplified and made of less critical materials. If enough people put their minds to the task, all Fuzes can get on the saving side.

Projectiles:

The 81 mm Mortar Shell is just a starter. Why cannot other projectile designs be made to show the same saving in material and machine hours?

Machine Operations:

Twenty-nine critical machine operations were replaced by seven non-critical operations in the 20 mm Cannon Trigger Cover Plate. Similar savings can be recorded by the man who redesigns the Calibre .30 Carbine Trigger Guard and a Machine Gun Receiver. The latter is at present being machined down to 5 pounds from a 23 pound forging.

Centrifugal Casting:

If centrifugal casting permits lower alloy steel in tank sprockets, what about other sprockets and gears? Millions of these trifles, saving only an ounce each would add up to appreciable tonnage.

Shipping Space:

To add to the shipping space saved by redesign of the Powder Box and the Ammunition Box is that of the Airplane Packing Case.

By redesigning this single crate into four separate crates, the total cubical content was cut 20%, but since smaller packages make possible better stowing, the effective saving is stepped up to 33⅓%.

This means that on the shipment across country and overseas of one month's airplane production, it is now possible to save the use of 2,500 flat cars and 14 standard cargo vessels.

This should challenge all to look critically at every container and packing case, because accomplishments of this kind are the equivalent of building new freight cars, factories and new shipyards out of sunshine and sand.

In other words, Soldier, there is a Battleneck in front of you wherever you are. All you have to do is to make up your mind that—

THIS IS YOUR WAR - FIGHT IT!





CORRECT ANSWERS TO CONSERVATION QUIZ

1. Yes, because I feel that I have no right to use a machine for anything else, if it can be used in war production.

2. Yes, because I would feel that I were holding out on Uncle Sam, if I contented myself with just filling an order.

3. Certainly, because my engineers are just as interested in getting the whole job done as in getting our part done.

4. Yes, because I know that devising ways and means of using an existing idle machine is equal to building a new one and takes much less time.

5. Yes, because there might be other factories already equipped. Buying new equipment for my factory would cause delay, and put a further burden on overburdened machine tool facilities.

6. Yes, because I realize that even if it hurts me, this is the kind of sacrifice that is needed to win the war.

7. This war bill must be paid, and anything that I can save now in the cost of production, can be used later in the cause of reconstruction.

8. New additions and new buildings cost money and use scarce materials. What I can avoid using is in effect added to our stock pile.

9. Saving money in a case like this is selfish. Saving raw material and manufacturing operations by reworking rejects so that they will meet specifications is national service.

10. Again, saving scarce material which the nation needs transcends all thought of Company profit.

11. Yes, because we know that every pound and cubic foot we save adds that much to the carrying capacity of our railroads and ships. It is the equivalent of building additional ships and freight cars.

12. A new tool requires both material and machines. By rebuilding tools we save practically all of the material and most of the machine hours required for new ones.

13. Yes, and every factory is going to do more of this if we are to reach our production goals, in the face of the manpower situation.

14. Rejects to us are just like trainwrecks or ships lost at sea.

15. Our employees are taught that it is our job to work to win while soldiers fight to win.

16. Yes, because we cannot allow the usual peacetime considerations to interfere with production for war.

17. Our laboratory which once did a good job on our civilian products, is doing just as good a job on war products. That is its only job.

18. Yes, because first I am not a hoarder, and second, because I know that following good business methods in scheduling will do as much as anything else to eliminate the intermittent shortages that plague us.

19. We will be able to look any returning soldier in the eye and say, "We were fighting too."



THIS IS YOUR WAR - FIGHT IT!

PLACE
STAMP
HERE

RETURN POSTCARD

MAJOR GENERAL T. J. HAYES, JR.
CHIEF OF INDUSTRIAL DIVISION
ORDNANCE DEPARTMENT
PENTAGON BUILDING
WASHINGTON, D. C.

Date .....

Dear Sir:

I subscribe wholeheartedly to the Production Front Fighters Creed. Please send me free the following:

..... Copies of the Creed—8½x11 for Offices
..... Copies of the Creed—Bulletin Board Size
..... Copies of "Tremendous Trifles"
..... Copies of "Metalurgency"
..... Copies of "Battlenecks"

Signed .....

Firm .....

Address .....



PRODUCTION FRONT FIGHTERS' CREED

THIS all-out total war is for the preservation of MY freedom, as well as that of millions of others. It is my war as well as that of the man who carries a gun, and I will fight it vigorously and constantly wherever I am.

★ ☆ ★ As a soldier on the Production Front, I will do my duty to the fullest extent of my ability. I will use my talents to produce the most and best of fighting equipment.

★ ☆ ★ I will use all of my ingenuity to save raw material, machine hours and man hours for more production.

★ ☆ ★ I will avoid duplication of effort, equipment and space, so that every facility will be put to its most efficient use.

★ ☆ ★ I will salvage every reject, pound of scrap, and every tool so that the fullest usefulness may be obtained. from every ounce and hour that has been expended.

★ ☆ ★ I will eliminate every unnecessary ounce of shipping weight and cubic foot of shipping space to make room for more war material.

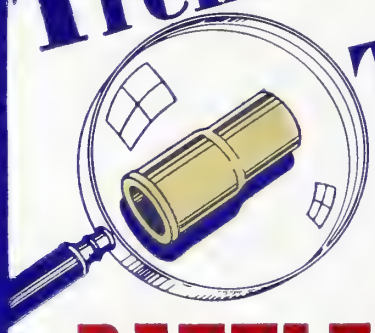
★ ☆ ★ I will exert all my energy and ability to doing a more thorough, businesslike, and productive job in war production than I ever did in civilian production.

THIS IS MY WAR  I WILL FIGHT IT!



It is vital that the message contained in this booklet be given the widest possible circulation. Reprinting, quoting or reproduction of the whole or any part is encouraged. Publicity in consumer, trade and employee publications is requested for the benefit of the war effort.

Tremendous Trifles



BATTLENECKS

FOR FURTHER INFORMATION

• Address •

MAJOR GENERAL T. J. HAYES

ORDNANCE DEPARTMENT

U. S ARMY

PENTAGON BUILDING

WASHINGTON, D. C.

OR

ANY ORDNANCE DISTRICT OFFICE

Metalurgency



PRESENTED BY THE

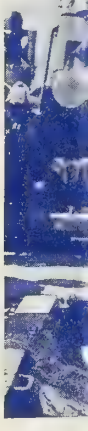
Army Ordnance

A SEQUEL TO Tremendous Trifles









FOREWORD

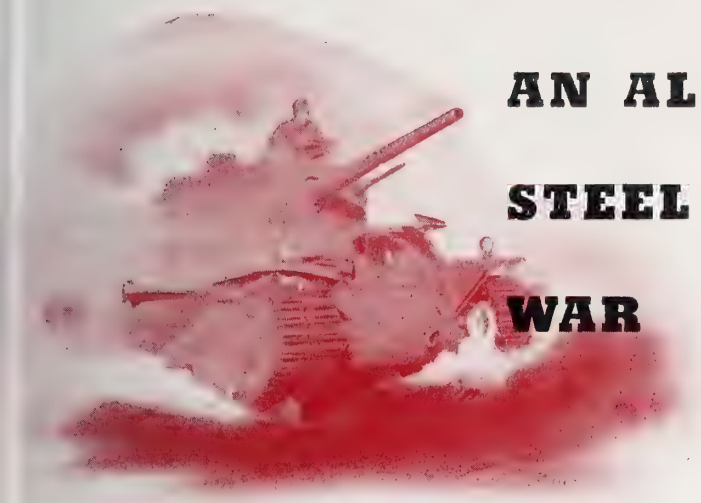
The booklet "Tremendous Trifles," distributed August 15, 1942, was produced to crystallize the redesign and conversion program of Army Ordnance, and bring the facts of it to the attention of the largest possible group in Industry. While the response was immediate and is encouraging, we want to take this opportunity to remind everyone that the job is far from done and requires even more intensive activity.

A major phase of this is the emergency that exists in the high alloy steel supply. As a part of the program to relieve this situation we present this explanatory booklet "Metalurgency".

Because there is so much to be done, and so many people are involved, we request that recipients of this booklet give it as wide circulation as possible. Reprinting, quoting or reproduction of the whole or any part is encouraged. Publicity in consumer, trade papers and employee publications is requested for the benefit of our war effort.

L. H. CAMPBELL, JR.
MAJOR GENERAL, CHIEF OF ORDNANCE

OCTOBER 15, 1942



AN ALLOY STEEL WAR

● World War II has been called a Production War and a Mechanized War, but basically it is an Alloy Steel War.

A Mechanized or Production War would not be possible were it not for alloy steels. Steel itself is a generic term and there are almost as many kinds of steels as there are machines. Every steel we have is a combination of iron and one or more other elements, each combination having specific qualities, such as hardness, toughness, elasticity, tensile strength, stretchability and machinability. For instance, armor plate must be hard enough to stop projectiles. Projectiles must be harder to pierce armor plate. Shell cases must be elastic to be easy to withdraw from the gun after firing and gun barrels must have the tensile strength to withstand the firing pressure. The pins that hold a tank track together must have high wearing qualities, but the steel used in our truck cabs and fenders must be soft enough to be formed between dies.

Metallurgists have given us steels with these characteristics and hundreds of others, by combining various ferro alloys and other elements with iron and by devising ways and means of treating or working them. The most common of these added elements, aside from the ever-present carbon, are nickel, chromium, vanadium, molybdenum, manganese, and silicon. And, there's the rub!

Metalurgency Cause

In peacetime, steels, using these metals, amounted to only about seven (7) per cent of our total steel requirements. In war, the percentage is climbing to twenty (20) per cent of the total. This, plus the fact that with the exception of molybdenum, of which this country has practically all of the world's ore deposits, we are dependent on imports for an appreciable percentage of our supply. Therefore, the metallurgists, who make it possible for us to create our modern war machines, see us faced with a







"Metalurgency" that must be met if we are to reach our War Production goals. We simply could not build our war machine out of the same steels that we used two years ago, because there isn't enough Nickel, Chromium, nor Molybdenum, etc., to put into them.

Nor are we building our war machine out of the same steels we used two years ago. If we were, we would have already hit a production ceiling. Ordnance metallurgists and engineers, industry metallurgists and engineers, both tackled this problem long months ago, and only a specialist would recognize hundreds of today's specifications as akin to those two years old.

Conservation Progress

Army Ordnance is the largest user of our steels, absorbing in its production about sixty-five (65) per cent of the war tonnage. On part of 1942 production and 1943 projections, our armed forces have devised ways and means of saving 72,103,055 pounds of Nickel; 18,313,452 pounds of Chromium; 1,647,870 pounds of Vanadium, with only a 1,131,216 pounds increase in the use of Molybdenum. Army Ordnance has saved 80% of the Nickel, 70% of the Chromium, 75% of the Vanadium, and has used up 88% of the extra Molybdenum. This added war time demand has put a strain on Molybdenum mining and smelting facilities that they were not geared up to handle. Typical of this program to meet the Metalurgency is the accomplishment of the Tank Section. The Chart on page 11 shows saving progress in the specifications of a medium tank. Similar charts could be drawn for other tanks and for hundreds of items in Small Arms, Ammunition, and Artillery.

The Metalurgency has been faced, is still being faced, and must be faced more realistically as the weeks pass. The Alloy Steel War is yet to be won, but the tide is turning.

Fluctuating Supply and Demand

There is no formula for meeting the Metalurgency except the generality, "Reduce the amount of Alloy Steels required for our War Production and do it fast!" The availability of scarce metals is not static. Our supplies are not always certain. The sinking of a ship, or the development of some new machine of war to meet or defeat the enemy, may put an unforeseen demand on our resources. For instance, Industry's and Ordnance's first efforts to save Nickel and Chrome was to step up the use of Molybdenum steel. The table of savings shows the result. Now the problem of Molybdenum is in the forefront. Therefore, Ordnance and Industry have to so surround the multitude of problems that when the necessity arises, a shift can be made.

Safety Requirements Intensified

But, changing the specifications on a gun or a tank, or even on a projectile is a far more serious matter than changing them on civilian devices. Ordnance Material must protect the lives of our soldiers while being effective against the enemy. A gun barrel must be so built that a premature explosion will not shatter it and kill our own gun crew. A new steel for a helmet might even be stronger, but if it is magnetic it will deflect instruments and upset calculations. So it should be appreciated, when you judge the progress made and the serious Metalurgency that exists, that all of these savings must be accomplished without lowering the safety and performance requirements.



Special steels present a difficult problem. While no stone can be left unturned in experimenting with new and special steels, they cannot usually be considered unless production facilities exist in a number of different mills.

This means that every theory, every idea and every design must undergo tests, and in many cases problems have to be solved by the trial and error method. All this has to be done in absolute secrecy from the enemy.

The Integration Problem

This gigantic business of making war is far more complex than any single peacetime industry. In fact, it is obvious that all-out war has brought a great majority of our industries together on the single job. The primary task therefore has been to integrate all industries, just as many individual industries have been integrated for the mutual benefit of the individual companies.

The Automotive and other industries have patent pools, whereby after a period of time all manufacturers have the advantage of developments that will enable them to produce a better product at a lower cost. In effect, Army Ordnance has set up a patent and idea pool.

Today it is easier than ever before for one section of Ordnance to take advantage of the mechanical, electrical and metallurgical developments of the other. It is also easier for a manufacturer or engineer to make a contribution to many sections instead of just one.

It is this type of coordination that is meeting the Metalurgency and winning the Alloy Steel War.

How Conservation is Effected

We have said that there is no formula for cracking the Metalurgency, except to think, try, test, think and try again. It would require a full library on Engineering, Chemistry and Metallurgy to cover the wide ramifications of the subject. It is further unwise to divulge outside of Army and Navy circles, all of the intimate facts in connection with the developments taking place, and that must take place.

In the face of these facts, however, Army Ordnance recognizes that all-out war requires all of the brains, ingenuity and energy of this country. Therefore, this booklet will illustrate a variety of general procedures that have resulted in conservation of scarce materials, with the hope that they will serve to open up lines of thought and experimentation to many readers with resultant multiplication of the accomplishments already recorded.



NATIONAL EMERGENCY STEELS

With a full knowledge of what was ahead, early in the conflict, a program to develop National Emergency Steels was inaugurated

The American Iron & Steel Institute, The Society of Automotive Engineers, the War Production Board, Army Ordnance, and other branches of the service cooperated in incorporating, testing and cataloging series of steels including smaller quantities of the scarce ferro-alloys.

Some of these steels have been and still are in use. Others were the result of laboratory efforts. Still others became usable to replace high alloy steels because of new or improved production, treating or working processes.

One fairly common characteristic of National Emergency Steels, however, is that the ferro-alloys in them are largely provided by the alloy scrap that goes into the heat and therefore less virgin alloy metals are required. This reduces the strain on ore deposits, mining, smelting and transportation.

Army Ordnance has adopted and used these lower alloy steels in hundreds of applications. They have been incorporated into Army specifications and together with several other carbon and alloy steels are known as W. D. (War Department) Steels.

This W. D. Classification has been established and is incorporated on all of the million-odd Ordnance drawings to give Army Ordnance the necessary control over specifications, particularly the multitude of changes that occur as alloy supplies and redesigns require them.



This system simplifies the training and work of Ordnance Inspectors by giving them standardized acceptable and non-acceptable limits. Examples of this substitution and accompanying saving are illustrated on next page.



90 MM. Anti-Aircraft Gun

A prime example of ferro-alloy conservation is the 90 mm. Anti-Aircraft Gun. Several parts were changed to low alloy N. E. type Steels and others even to plain Carbon Steel. These changes will make an accumulative saving in 1943 of 300,000 pounds of Nickel.



Operating Rod Handle M-1 Rifle

In this part, W. D. 8750 (N. E. 8749) Steel was substituted for W. D. 6150 Chrome Vanadium Steel with a saving which in 1943 will amount to well over 12,000 pounds of Chromium and more than 4,000 pounds of Vanadium.

Trigger Guard and Follower Rod Body M-1 U. S. Rifle .30 Cal.

These two parts were formerly made from 6150 Chrome Vanadium Steel. Now that it has been changed to W. D. 4050 Carbon Molybdenum Steel, approximately 40,000 pounds of Chromium and over 3,000 pounds of Vanadium will be saved in 1943.

Browning Machine Gun

A change in the type of steel in many parts of the Calibre .30 M1919A4 Browning Machine Gun is now in effect and in 1943 will save 460,000 lbs. of Nickel.

Tank Track Pin

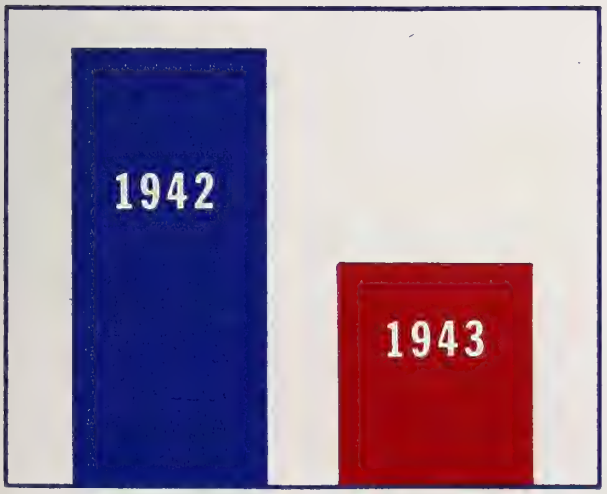
These pins have to take the wear and strain of linking Tank Track Shoes together. W. D. 8750 Steel (N. E. 8749) is now doing the job in place of W. D. 3250 Nickel Chrome Steel and quenching difficulties have been eliminated in addition to the Nickel and Chromium saved.

Cast Breech Ring

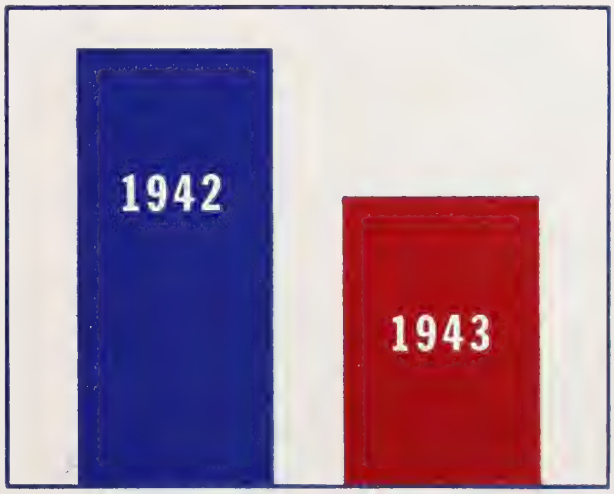
Here is an example of how a simple change to a steel casting from a forging, before machining, resulted in a tremendous saving. By using a sand core to obtain certain contours, the weight before machining was reduced, machining time was saved, cost of the rough part was cut to one-fourth, and every month we are saving 30 Tons of Nickel and 20 Ton of Chromium.

Welding Rod

Our stepped-up tank building program and the increased use of welding has boosted the tonnage of welding rods required. However, here again the adoption of another type of steel will save 4 million pounds of Nickel and 2 million pounds of Chromium in 1943.



FERRO ALLOYS REQUIRED FOR 90 mm. AA GUN



FERRO ALLOYS REQUIRED FOR M-1 RIFLE

NEW MANUFACTURING METHODS



Here are two new ways of making gun or cannon barrels that are helping to meet the Metalurgency. They are the Method "X" which cannot be revealed and the Centrifugal Casting method as contrasted with the method whereby a solid forging is machined inside and out.

Method "X"

Only about ⅓ of the ingot weight is required by Method "X". The amount of machining and scrap is also reduced materially.

While these two facts show an obvious saving in Chromium, Vanadium, and Nickel required for ingots, there is a further saving made possible by this process. Because of the hardening effect of hot working on thinner sections, a lower alloy steel may be used. Further reductions by the use of a low alloy N. E. Steel are being tested.









Centrifugal Casting Method

Again rough metal weight and consequent alloy weight is saved by the Centrifugal Casting Method because the casting is hollow and nearer to final shape.

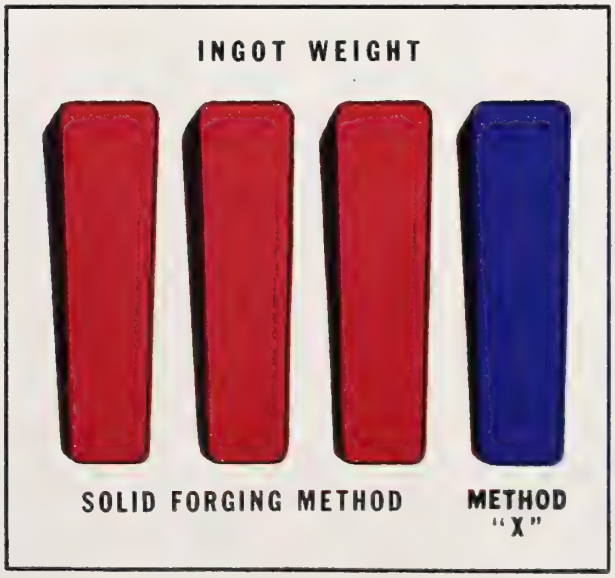
A saving of 360 tons of Nickel and 6 tons of Vanadium per month is now in effect, because the nature of the process, plus cold working, provides the strength formerly given by the greater quantities of ferro-alloys.

Other Centrifugal Castings

This same centrifugal casting method of forming the rough shape is used to save scarce ferro-alloys in many other war parts. For instance, there are the sprockets used in the Tank driving mechanism. Since centrifugal casting produces a better structure for this purpose and places the hardest metal near the circumference where the wear is greatest, a lower alloy steel is used.

ALLOY STEEL SAVINGS — GUN BARREL MANUFACTURE





HEAT TREATING

The art of developing desired physical characteristics in metals by heat treating has become highly developed, and in Army Ordnance it is probably responsible for more conservation of scarce ferro-alloys than any one other thing.

Heat treating has been touched on under other headings, but the field is so broad that it deserves a chapter all of its own.

To illustrate the possibilities, here is a "touch and go" pair of illustrations—armor plate and armor piercing projectiles.

Armor Plate

Armor plate must stand up under the pounding that enemy armor piercing shells will subject it to. It must be hard and tough. For these reasons it has been one of the heavy consumers of hardening and toughening alloys. But engineers and metallurgists have so refined heat treating processes that without any reduction in ballistic



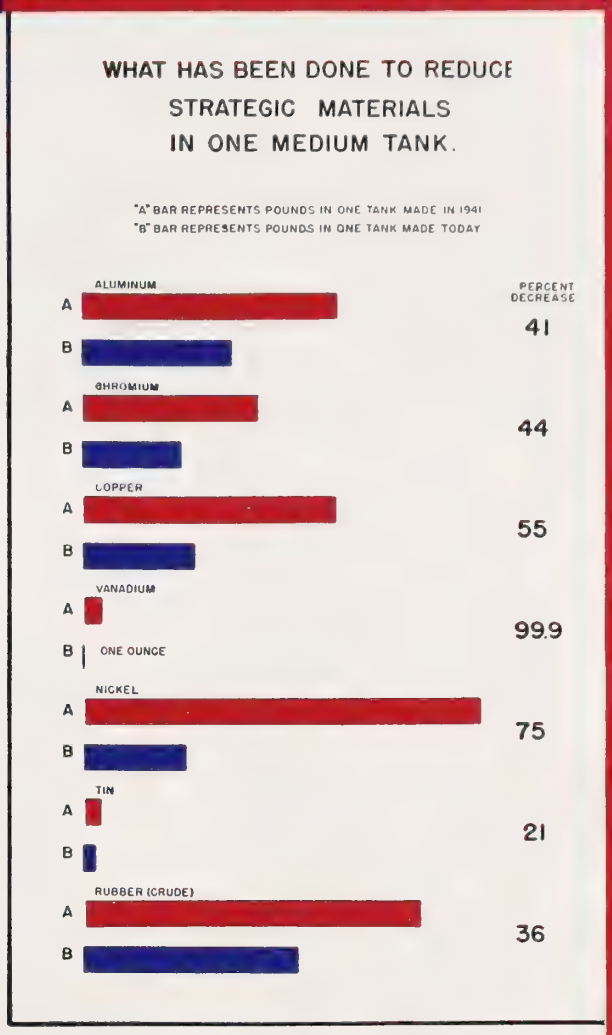
requirements, on current production every month. Army Ordnance is saving 520 Tons of Nickel, 100 Tons of Chromium and 16 Tons of Vanadium.

Armor Piercing Projectiles

Just across the hall is the division that must produce the projectiles which will pierce the enemy armor plate. These projectiles must have what it takes to pierce and plow through the best that is erected against them, and then do the maximum damage on the other side. That puts a real job up to the metallurgist. But here again he has faced the Metalurgency and in the short span of three months, on two sizes alone, the monthly savings are 90 Tons of Nickel and 20 Tons of Chromium, and they hit even harder and more effectively.

Induction Heat Treatment

Induction heat treatment has been used with major success by the Automotive Industry and therefore it is logical to see this process credited with a substantial share of the conservation record in the manufacture of the automobile's gruesome cousin, the tank. Our Chromium and Molybdenum supplies are the chief beneficiaries of Induction Heat Treatment in a multitude of Tank parts.







REDESIGN

As pointed out in "Tremendous Trifles", redesign is a big conservation factor.

Redesign affects many comparatively small parts, millions of which are required. But in addition to saving hundreds of tons of material and critical machine hours, redesign is saving critical ferro-alloys by making possible the use of low alloy or carbon steels.

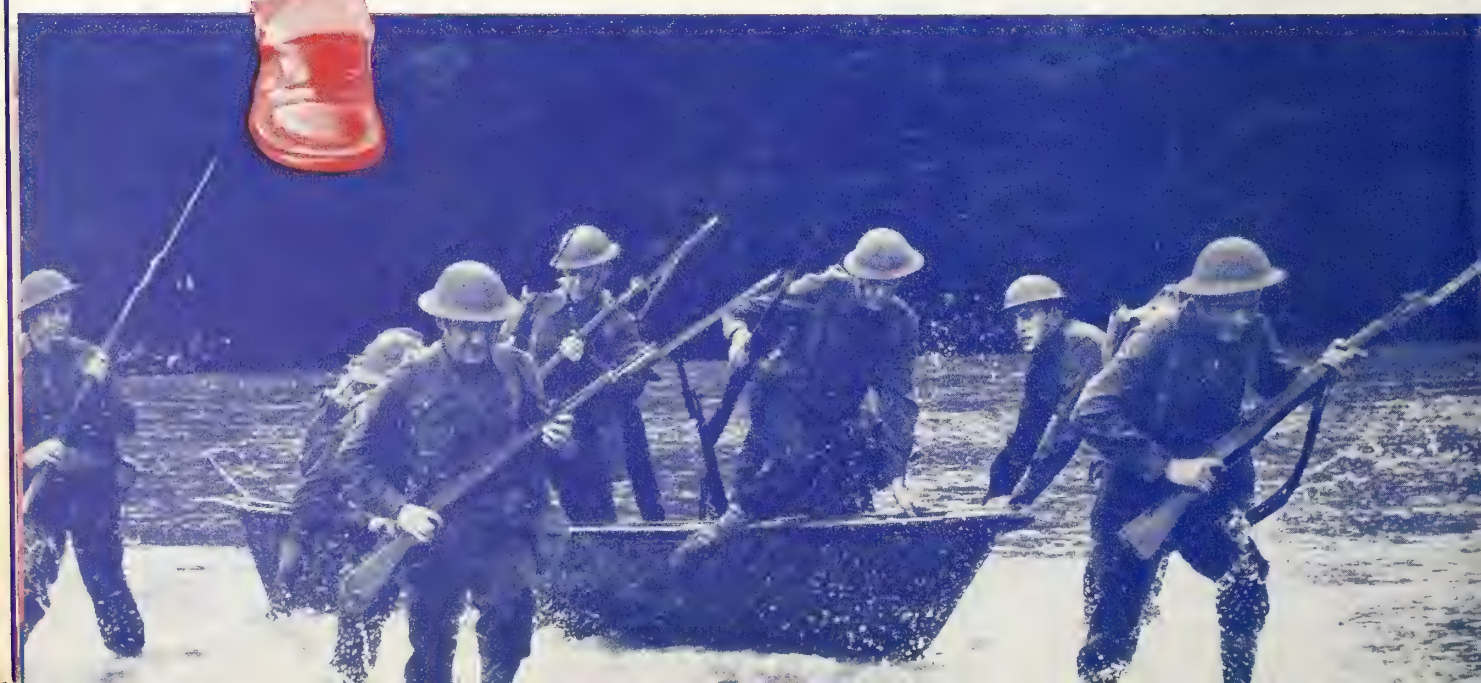
That Trifle - The Bayonet

In literally millions of hand to hand combats, the lives of soldiers, sailors and marines depend on the qualities of that "persuader" on the gun end called the Bayonet. It must be strong and tough. It must go where it is sent and come back in one piece.

In the program of improvement the designer, with an eye to conservation, found that when a certain section was made slightly heavier, and another part was changed to permit higher heat treating, a saving of 10,000 lbs. of Chromium could be chalked up in one year on this "Tremendous Trifle" by using W. D. 1080 Carbon Steel in place of W. D. 5090 a Special High Carbon Chrome Steel. This new steel in a soldier's hands is even a little colder than before.

Heavier Design

In general, making a weapon heavier is undesirable, and is not conservation, but when the added







weight is needed for strength and is small, and the saving of precious alloys is great, it is a happy combination. So when the shotgun barrel was thickened from .040 to .083 to provide sidewall thickness for tapping to attach a device, it permitted a change from Molybdenum Steel to low carbon steel.

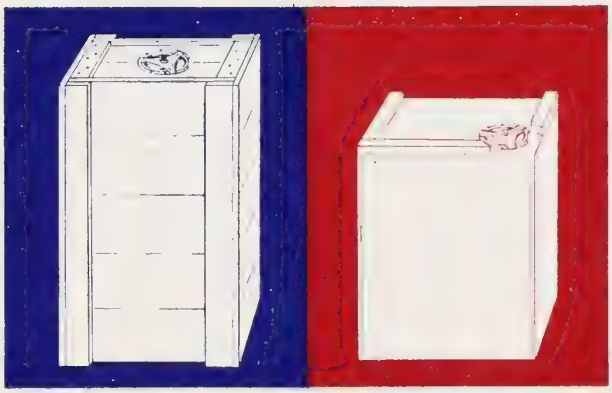
Stationary Gear Carrier

This stationary Gear Carrier, a small part, is another "Tremendous Trifle" where redesign contributed both to a saving in machine hours and critical ferro-alloys. It was formerly machined from solid stainless steel. Now it is stamped out of carbon steel and cadmium plated.

TWO IMPORTANT TREMENDOUS TRIFLES

While this booklet is intended primarily to focus attention on ferro-alloys there are two current outstanding examples of weight and critical material savings that should be mentioned now.

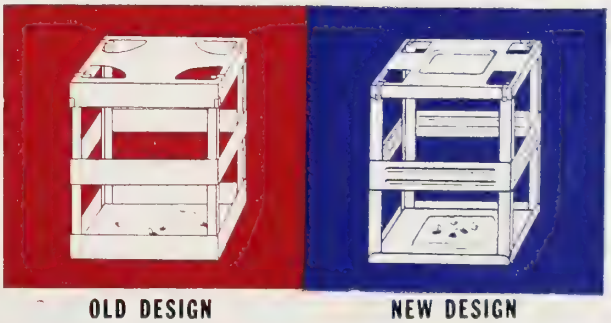
METAL LINED POWDER BOX



OLD DESIGN NEW DESIGN

The new design with equal useful volume shows a saving per month of 732,800 lbs. of Copper, 2,320 lbs. of Tin, 67,860 cu. ft. of Shipping Space and 1,508,000 lbs. of Shipping Weight.

BOMB FIN CRATE



OLD DESIGN NEW DESIGN

By embossing the steel members it was possible to lighten the gauge and reduce their size so that on current production a total of TEN THOUSAND TONS of steel per year will be saved on the 250 lb. size alone.

This design also uses the new stamped steel clip to replace the lock nut assembly described in Tremendous Trifles.

REVIEW OF SPECIFICATIONS



Curiosity is a great attribute in a conservation program, but in the rush of war it is hard to find time to indulge in it.

Kipling or some other sage once said:

> "I have six honest serving men,
> I've found them tried and true;
> They're WHAT and WHY and WHEN,
> And WHERE and HOW and WHO."

You can see these "serving men" running all through both Army Ordnance and Industry and they are producing results. Scarce ferro-alloys are being saved daily by the mere review of specifications to see what can be saved, where it can be saved, how it can be saved, and who can save it.

This curiosity has resulted in the saving of 600 lbs. of Chromium per month in the comparatively small item of a calibre .45 Pistol Barrel. It simply wasn't needed.



In the Springfield Rifle bolt and receiver, N. E. Steel W. D. 8620 (N. E. 8620 Steel) was gone one better by adopting W. D. 8620 "Special" which contains only ½ the Chromium and ⅔ of the Nickel.

Necessity

Chromium and Vanadium have long been used in springs for their fatigue resisting qualities. Again, following the Automotive lead W. D. 9260 Silicon Manganese Steel is doing the job in Tank springs because specifications were reviewed with the Metalurgency in mind.

Persistence

Many ideas are developed in war and in peace which are ahead of their time. Some are allowed to die, but the originators or developers of others stick to them until their day arrives or until resistance to them is finally overcome. Many of the conservation steps recorded in Army Ordnance are old ideas that have been kept alive by the persistence of their originators. One that has been rattling around for fifteen years now holds the center of the stage in Army Ordnance but it is too potent and too secret to be revealed.

The point is that Army Ordnance recommends to Ordnance and to Industry that minds and files be searched for all ideas that have been mislaid or forgotten or which were ahead of their time.



RAISE THE PRODUCTION CEILING

The Metalurgency may be summed up as follows: If ferro-alloy specifications read today as they did two years ago, we would have already reached our Production Ceiling, because there isn't enough Nickel, Chromium, Molybdenum, Vanadium, Silicon and Manganese to build our war machine that way. But they do not read that way and we have not reached our production ceiling.

If a year from today our alloy specifications read as they do today, we will have reached our production ceiling. But they will not read that way and the ceiling will not have been reached.

This is not idle optimism. This is a statement of fact and if you will pardon an emotion that was too fast disappearing from our civilization until this war came on:

"Somebody said that it couldn't be done,
But he with a chuckle replied,
That maybe it couldn't but he would be one,
Who wouldn't say so 'till he tried.
So he buckled right in with a bit of a grin
On his face, if he worried he hid it.
He started to sing as he tackled the thing
That couldn't be done—and he did it."

Tremendous Trifles



Metalurgency

FOR FURTHER INFORMATION

• Address •

MAJOR GENERAL T. J. HAYES
ORDNANCE DEPARTMENT
U. S. ARMY
PENTAGON BUILDING
WASHINGTON, D. C.

Army Ordnance





Presents . . .



Tremendous Trifles

16 ounces make 1 pound

24 hours make 1 day



Everyone Can Be Proud

of the *Big* Things

That American Genius & Industry

Have Accomplished to date in



ORDNANCE PRODUCTION

But We Are Challenged Now

by *Shortages* in

Materials *and* Machines

That are Becoming

Ever Greater Obstacles

to

Production

For Victory.



There Is No Advantage in

3 Times the Steel Production

for instance

3 × 1 = 3

1 × 3 = 3

If the Axis Makes Theirs Go

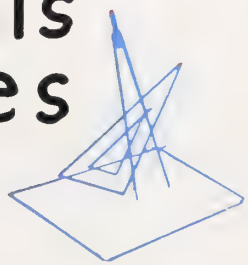
3 Times As Far.

Thousands of Ordnance Items

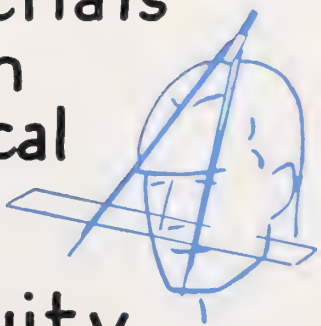
That we are now making
From Critical Materials
On Critical Machines



Must Be Made



From Less Critical Materials
by mass Production
Methods on less Critical
Machines.



Initiative and Ingenuity
must and will
Eliminate the Bottle Necks

The COMPETITION OF WAR

now resembles



THE COMPETITION OF BUSINESS



In Which Year After Year Individuals and Entire Industries Have Had to—

- *Find New Materials*
- *Conserve By Re-design*
- *Devise New Methods*

In Order To Survive!



Attention Had To Be Given To



Every Trifle

Manufacturers of Automobiles

• *Survived* •

And Developed the Mass Market

Because they gave attention to

Every Part

-Costly Materials Were Replaced
-Re-design Reduced Weight
-Mass Production Reduced Cost

•

In The Competition of Business

Every Trifle
Becomes
Tremendous

In the Competition of War

Every Trifle

Must Now Become Tremendous

A Brass Primer Tube

Weighs about ½ lb.

But 100,000,000 Primer Tubes

Weigh 29,000 Tons



Every Pound Saved
Is A Pound for

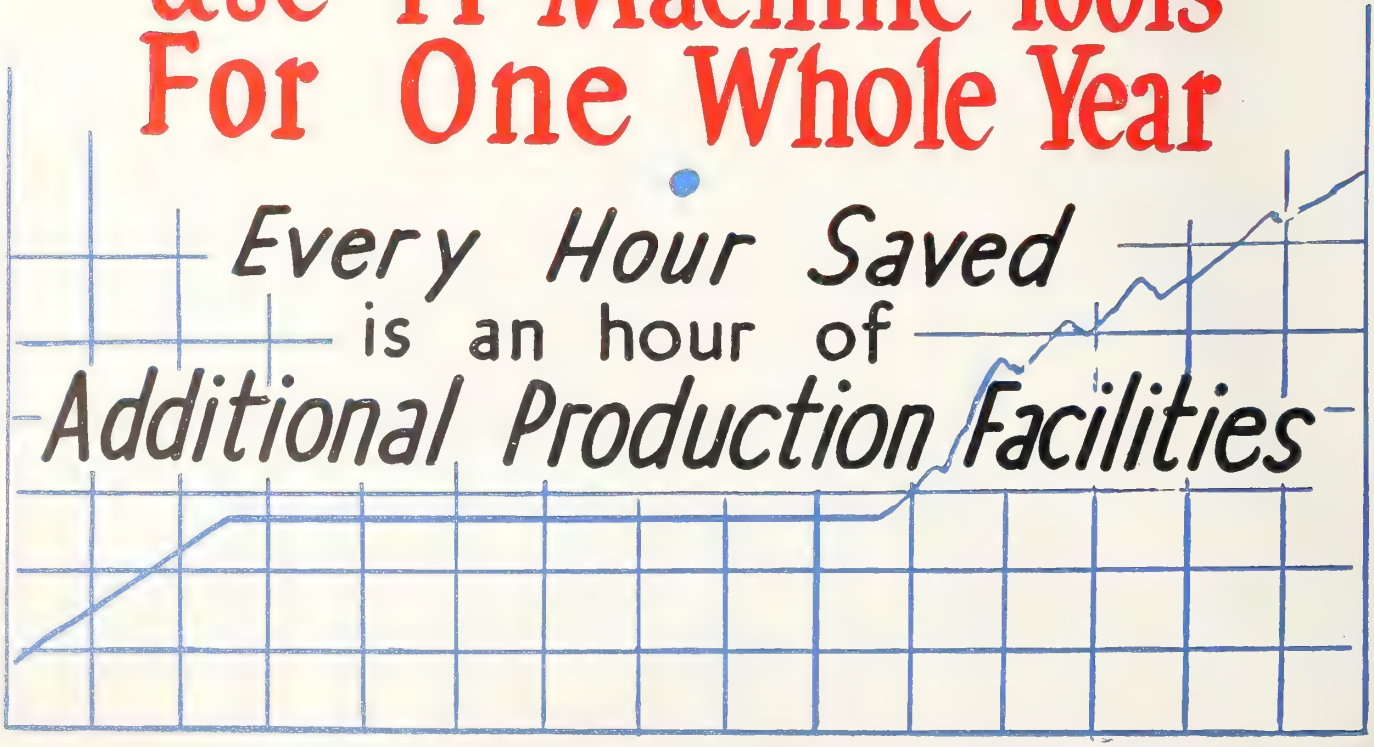


Additional Production.

It requires only 3 minutes to machine a Fin Lock Nut— *but 2,000,000 Fin Lock Nuts*

Use 14 Machine Tools For One Whole Year

Every Hour Saved
is an hour of
Additional Production Facilities



A Huge

Tremendous Trifle

Program

Is Now Under Way
In Our War Competition.

Here are a Few Examples
of Savings in

Critical Materials





Critical Machine Hours

Time and Money

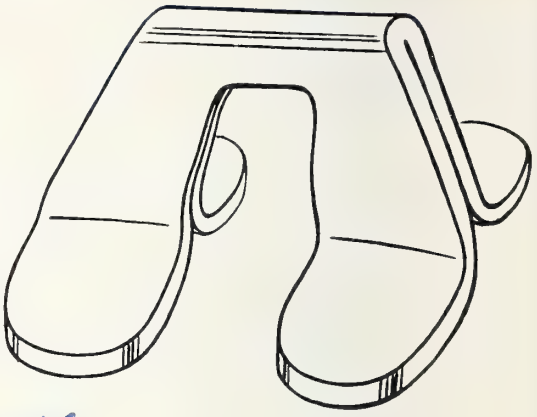




Tremendous Trifles I

Single Suspension Lug

Designing this Lug in pressed steel and mass producing it on otherwise idle stamping presses..





made available

Thousands of bombs that were waiting for forged Lugs and on one lot of 100,000...

17,000 Pounds of Steel

and

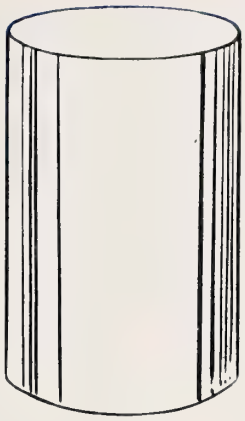
8000 Machine Tool Hours

Were Saved

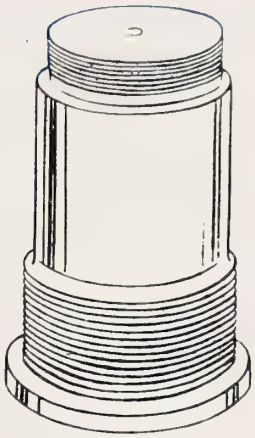
Booster Adapter

Tremendous Trifles II

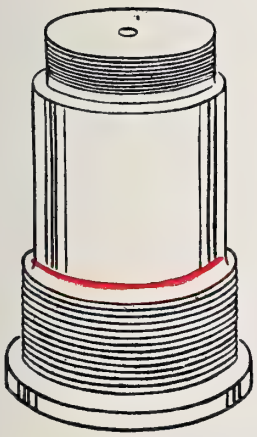
This 3.85 lb. Steel Bar and .23 Machine Hours were required to produce this 1.81 pound Adapter.



Bar



Adapter



Pressed Adapter

On 1,500,000 Adapters Pressed from Steel the Saving will be enough for 3060 One Ton Bombs and 210,000 Machine Tool Hours

and

25 Screw Machines were released,

in Two Ordnance Districts Alone..

Only 3500 lbs. of Copper was used in Hydrogen Copper Brazing.



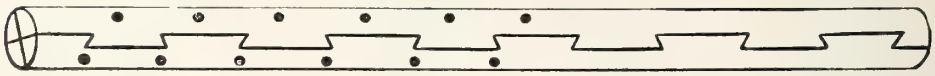
Primer Tube



This .59 lb. Brass Tube was required to produce this Primer Tube.



Stamped from Steel, "U"d up and Closed



100,000,000 of these Tremendous Trifles *will Save*

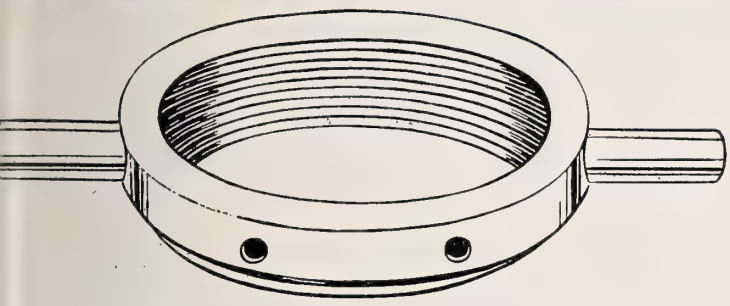
29,500 TONS OF BRASS

Enough for 184 Destroyers

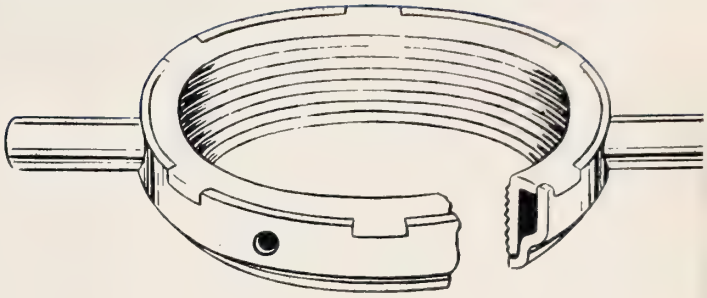
Over *20,000 TIMES* that needed for the Previous Brazing.

Tremendous Trifles IV

Fin Lock Nut



Machined and Threaded Forging



Threaded Stampings

100,000 Machine Tool Hours formerly required for 2,000,000 Fin Lock Nuts can now be applied to another bottle neck *and*

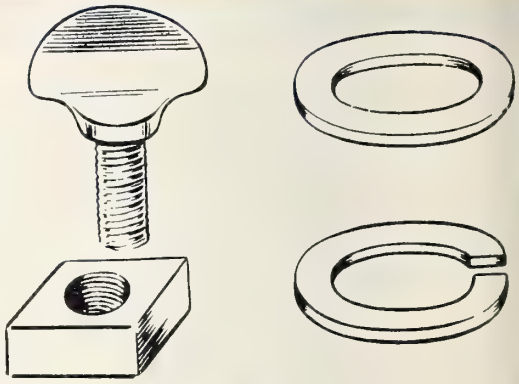
Steel for 11,500 Garand Rifles *and*

$283,000. Will be Saved

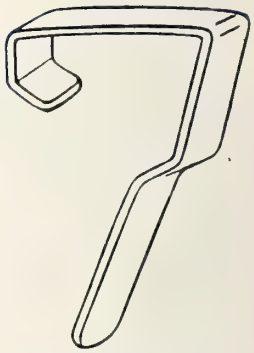


Fin Crate Lock Nut

Four of these
Fin Crate Lock Nut
Assemblies
weighing 6.5 oz. have
been replaced with Four
Steel Clips weighing .75 oz.



Threaded, Tapped and Stamped



Stamped

On One
Ordnance Contract



Clips can be made 150 Times Faster

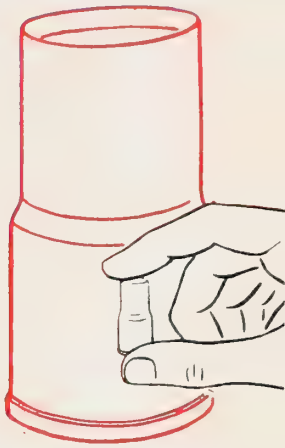
emendous Trifles VI

Primer Case

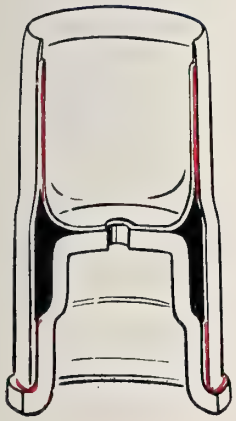


Brass Bar

This Primer Case weighing .0625 lbs. was machined from Brass Bar Stock

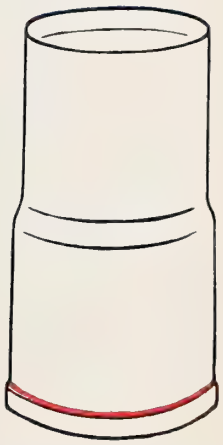


Brass Case



Cutaway View

Pressed from steel in three parts and assembled- - mass Produced -



Steel Case

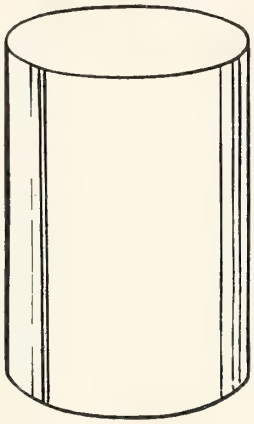
We will Save

23,352,000 lbs. of BRASS

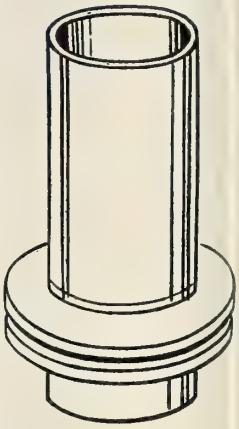
On Projected Ordnance Requirements thru 1943

Tremendous Trifles VII

Dash Pot Piston



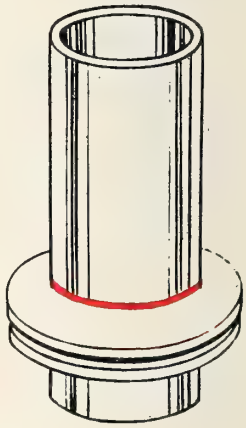
This one-piece Design was machined from 1335 S.A.E. Steel Bar Stock



7.92 lb. Steel Bar

1.12 lb. Piston

This Two-Piece design is produced by machining a 1.12 lb. 1025 S.A.E. Steel Bar, pressing a .73 steel plate and copper hydrogen brazing them together.



One Day's Production on One Ordnance Contract

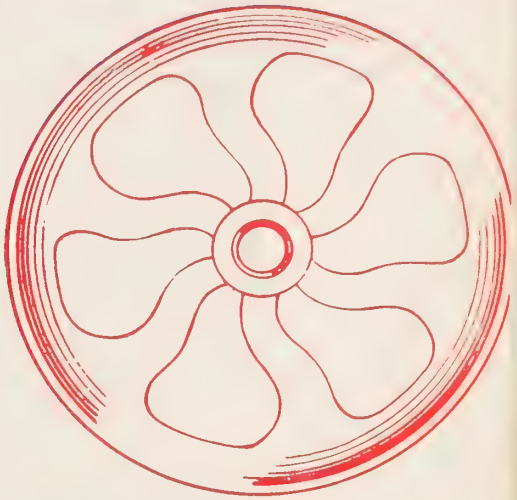
SAVES 1000 lbs. OF STEEL

and 60% MACHINING TIME

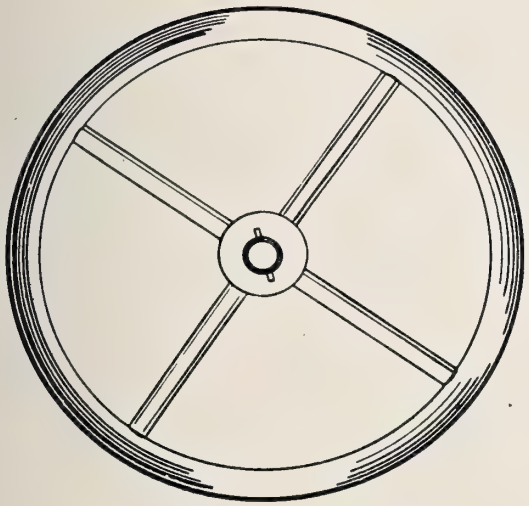
remendous Trifles VIII

Valve Wheels

Valve Wheels of Many sizes are being cast in Bronze and Aluminum



8" wheel costs $12.5



They can now be produced by Mass Production methods from steel wire welded on a steel hub...

At 15% of Former Cost at Many Times the Speed

Over 70,000 wheels required per month

With No drain on Super-Critical Brass or Aluminum Supply

Tremendous Trifles IX

Cartridge Tank



This Cartridge Tank was formerly made of *Aluminum*

Made of Steel on Mass Production Presses

ONE order for 1,500,000

Will Save enough *Aluminum*

to make **550 BOMBERS**

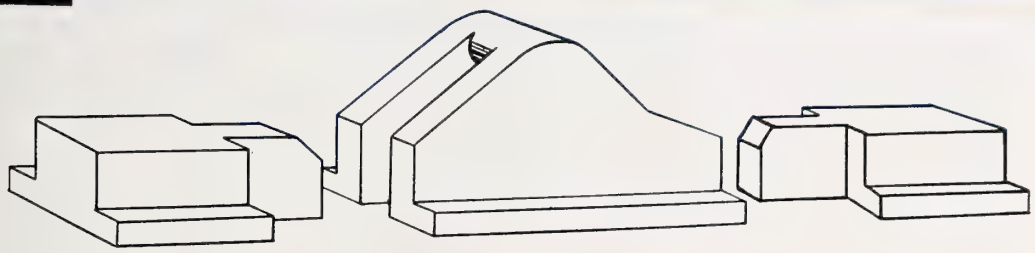
and

600,000 Machine Hours

Other sizes are now being redesigned for similar conversion



Suspension Guide Fitting

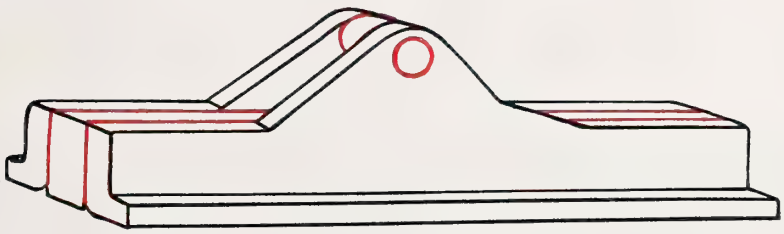


It formerly required

Three Individually Machined Forgings

Assembled and Welded

To Produce This Fitting



Stamped from Steel

and Hydrogen Copper Brazed

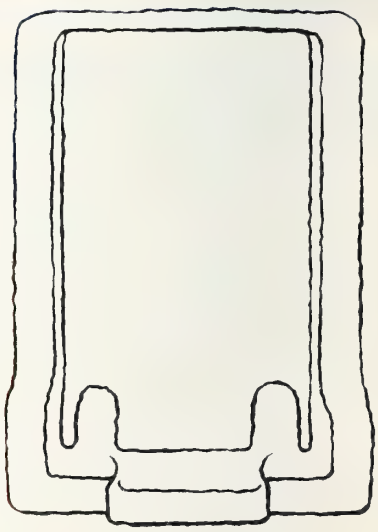
THE COST HAS BEEN REDUCED

from $2.35 to 68 Cents

Trigger Cover Plate

29 Machine Operations

- Milling
- Profiling
- Drilling

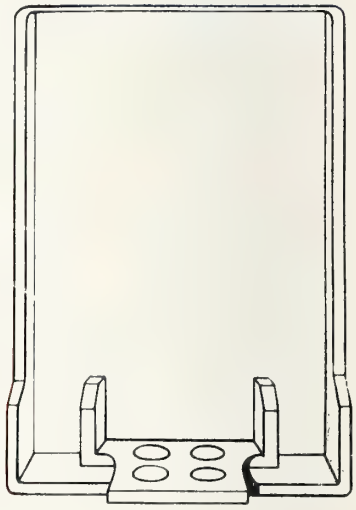


Original Forging

Were Replaced by 7 Non-Critical

- Blanking
- Forming
- Welding

Operations



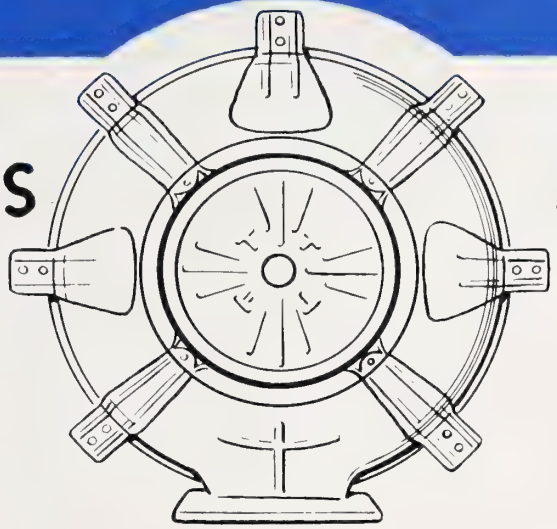
Finished Stamping

In This Trigger Cover Plate

emendous Trifles XII

Super Charger Housing

35 Pounds *in* Aluminum



33 Pounds *in* Steel

Steel *Saves* Aluminum

Stamping *Saves* Forging

Welding *Saves* Bolts & Nuts

in this

Airplane Super Charger

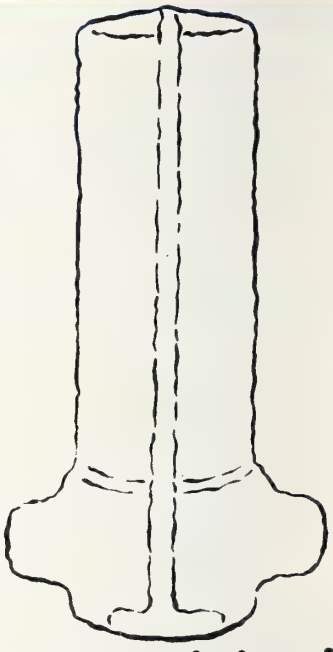
The Saving in One Year
On This One Part

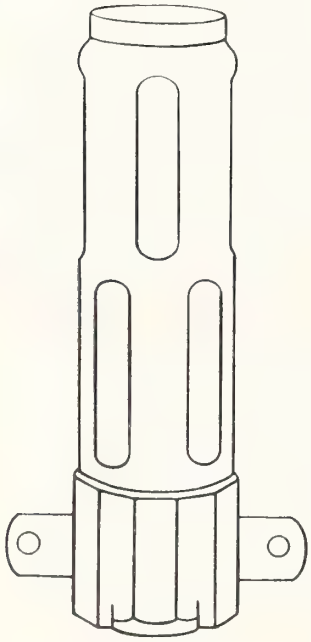
Provides Aluminum for Nearly 500 Fighter Planes

Tremendous Trifles XIII

Spring Casing

This 56 lb. Forging Was Formerly Machined Down to a 6 lb. Casing





A forged base welded to a *drawn* sleeve

Saved—

- 42 lbs. of Steel Scrap
- 3 Standard Man Hours
- $18. to $20.

Per Gun

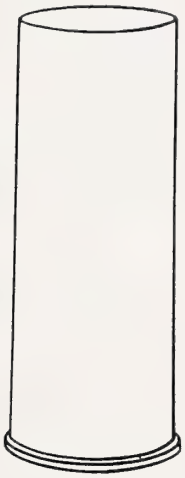
emendous Trifles XIV

Steel Cartridge Case

This 105 mm Cartridge Case



Drawn in Steel
Instead of Brass
On One
Ordnance Contract



Will Save

12,600 TONS OF BRASS

But This is only a Minute Part
of the Total Saving
that will be made by

Cartridge Case Conversion

But This is *Only the Beginning!*

The "Tremendous Trifle" Idea is Being Applied to 3

Complete Assemblies

with *Annual* savings like these

Steel	6,892,000 lbs.
Brass	3,870,000 lbs.
Copper	1,120,000 lbs.
Zinc	100,000 lbs.
Machine Hours	2,637,000
Material Savings	$750,000

And to Large Parts and Units Where the Results Will Be

Even More Startling

The Opportunities Are Here, and→

There Are Acres of Factory Space
and
Thousands of Idle Machines

Ready to Lift the Burden from

- *Overloaded Tools*
- *Steel and Aluminum Forging Equipment*
- *Steel Casting Equipment*

There Are Thousands of Skilled Workmen
Trained *in* Mass Production

There Are Hundreds of Engineers
in Ordnance *and* Industry
Who Know *How* To Redesign
the TREMENDOUS TRIFLES
of WAR COMPETITION

We've all
Been Given
a modern...

Message to Garcia

"Redesign Every Tremendous Trifle
and every Complete Unit...

that
can be made
of

Less Critical Material on Less Critical Machines."

Kinda give it your
personal attention, will you?



Army Ordnance



FOR FURTHER INFORMATION

• Address •

MAJOR GENERAL T. J. HAYES

ORDNANCE DEPARTMENT

U. S. ARMY

PENTAGON BUILDING

WASHINGTON, D. C.

Reprinting, quoting or reproduction of the whole or any part is encouraged.

BOOKLET NO. 4

Another Tremendous Trifle

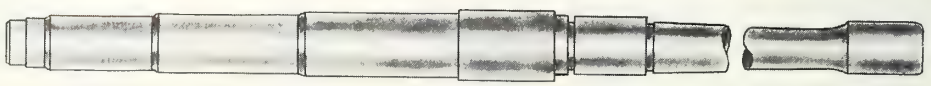


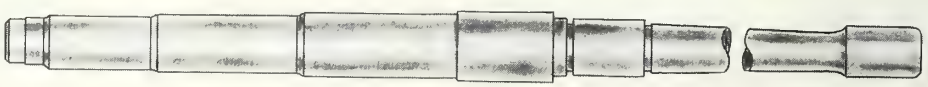
How to Save . . . 8,000,000 Pounds of Critical Alloy Steel

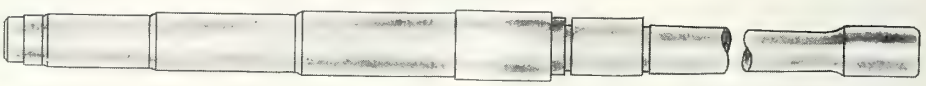


Army Ordnance

All Three
of these Gun Barrels

1. 

2. 

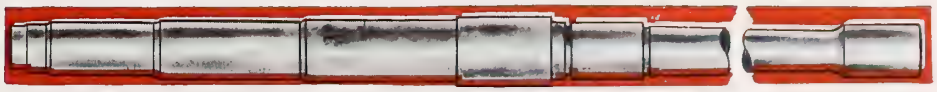
3. 

LOOK THE SAME
SHOOT THE SAME

But No. 3 Does More To Help Win the War

Than Either of the Other Two
Because it Requires

Less Critical Alloy Steel
and
Fewer Critical Machine Hours

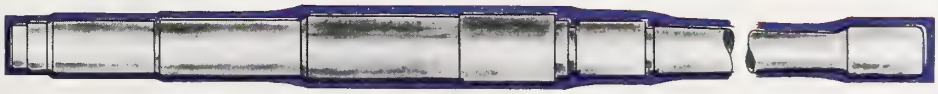
No. 1 

Machined From Bar Stock

Requires the

Most **Raw Materials**

Most **Machine Hours**

No. 2 

Machined From a Rolled Forging

Requires

- A **Lighter** Billet

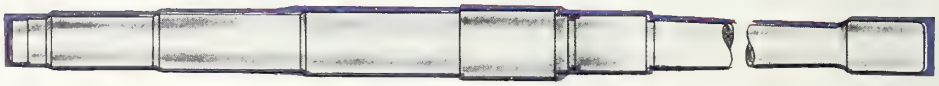
- And **Fewer** Machine Hours

And

Therefore Helped Eliminate—

Material *and* Machine Bottlenecks

BUT

No 3 

Machined From a Close Forging
Made by the Gap Mill Process
Can Save in 1943

15,000,000 Pounds of Steel

and

$7,500,000 in Machine Hours

Over the Rolled Forging
and Make Them Available For..

Additional PRODUCTION

Which will Contribute to...

An Earlier Victory

Compare the Cal..50 M.2

Rolled Forging



Forging Wt. 19 lbs.
Flash Wt. 4 lbs.
Total 23 lbs.

Gap Mill Forging



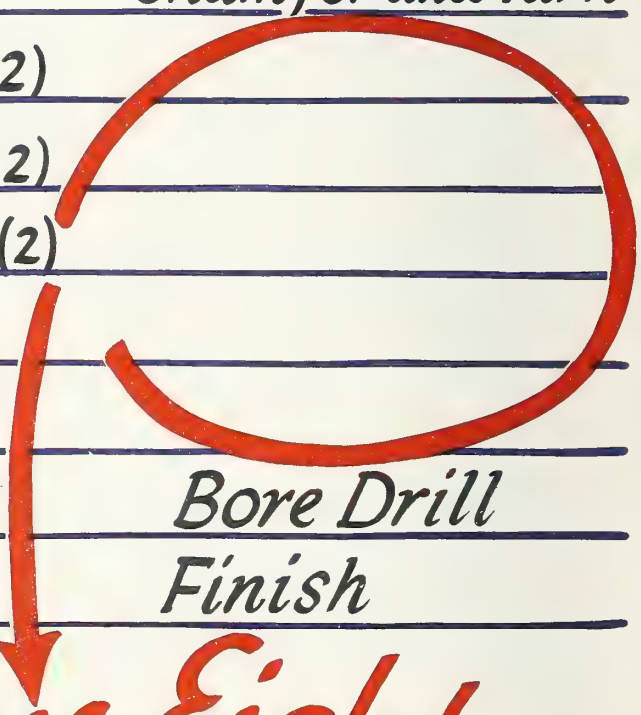
Forging Wt. 15 lbs.
No Flash —
Total 15 lbs.

Saving 8 lbs. per Barrel

Compare the Cal..50 M 2

Machine Operations

Rolled Forging	Gap Mill Forging
Cut Off and Center	Cut Ends
Straighten	Chamfer and Turn
Spot Grind (2)	
Rough Turn (2)	
Grind Rest Spots (2)	
Rough Turn (2)	
Straighten	
Bore Drill	Bore Drill
Finish	Finish



Saves Eight

Critical Machine Operations

But, That isn't all...

The Gap-Mill Process

Also Saves *Carboloy Tools - Grinding Wheels*
Cutting Tools - Man Hours - Power
Shipping Weight and Space

This Process Can Be Applied *to Many other Sizes* With Comparable Savings



CITING: **G.W. WATERS**
COL. G.A. WOODY

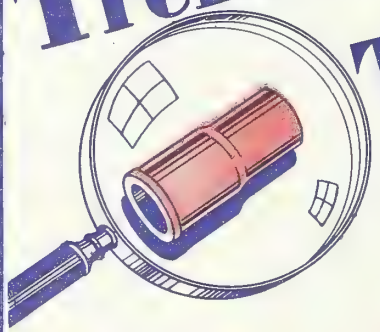
For adapting the Gap-Mill Process to Machine Gun Barrel Production.





This Is Your War - Fight It.

Tremendous Trifles



BOOKLET
NO. 4

Gap Mill Process

FOR FURTHER INFORMATION

• Address •

PRODUCTION SERVICE BRANCH
INDUSTRIAL DIVISION
ORDNANCE DEPARTMENT
PENTAGON BUILDING
WASHINGTON, D. C.

REPORT

of the

PUBLIC PRINTER

JUNE 1943

TABLE OF CONTENTS

Gains in the Volume of Business. 1

War Period Creates Problems in Printing. 2
Personnel Turnover 2
In-Service Training. 3
Reorganization in Government Printing Office 4

Commercial Printing Contracts. 5
Outside Public Printing a Product of War Conditions 6
Part Played by this Office in Commercial Contracts. 6
Methods Used in Handling Supplemental Gasoline Ration Books. 7

Special Inside Printing Jobs 10
Government Printing Office Publishes Largest Patents. 12
Foreign Patent Work. 12

Records of Bindery Production. 14
How Improved Bindery Methods Increase Production 15
Special Attention Given to Navy and War Printing and Binding 15
Enumeration of War Emergency Orders. 17

Growing Use of Government Publication Reflected in Record of Documents Office. 20

Unofficial War-Time Activities of Office 22

GAINS IN THE VOLUME OF BUSINESS

In previous reports to the Committee on Printing I have had occasion to point to the very considerable growth during recent years in the total volume of business of the Government Printing Office. That the needs of Federal agencies and departments with respect to public printing have been greatly accelerated by war conditions, there is ample evidence. The fact remains, however, that there was a substantial increase in the demand for printing even before December 1941.

Using, as is customary, "total expenditures and obligations" as the measure of the volume of business, it is of interest to note that in January 1942, in the month after the attack on Pearl Harbor and our formal entry into the war, this Office was doing a business of approximately $28,000,000 per annum. This figure represents a sharp increase over that of the period when American defensive preparations first began to take form; the volume then was only $18,000,000.

When the United States entered the war, orders for public printing began pouring into this Office at a much more rapid rate of speed. Thus, by July 1942, obligations and expenditures had increased to nearly $49,000,000 and ten months later, that is, on April 30, 1943 to $65,000,000 per annum, with the prospect that this sum may expand to an estimated $75,000,000 by the end of the present fiscal year.

That a conflict of global dimensions, directly involving the United States as a major participant, would create many problems for American business and industry, was to be expected - among them, frequent and tedious delays, marking attempts to unravel domestic economic tangles, that most of us would prefer to avoid if possible. Nor has the Government Printing Office been stranger to the serious ills confronting all industrial enterprise during this war period - acute shortages in manpower, machines, materials, and transportation, to mention some of the more important.

In view of the urgent necessity of utilizing to the fullest degree every possible facility in dealing with the present emergency, the consistent policy of this Office has been to anticipate, and to try to find the best means to overcome, the difficulties inherent in the situation.

Fortunately, from the standpoint of plant housing, machines, and other permanent equipment and installations, the Office was reasonably well prepared to meet the crisis. Because your Committee and the Congress acted with foresight and intelligence, the construction and equipping of the Warehouse and of Building #3 have been made possible in recent years, thus greatly increasing the productive capacity of the plant.

PERSONNEL TURNOVER

With regard to labor and materials, however, the present condition of the Office was less fortunate, because we have been forced to depend for both upon a market severely curtailed by war conditions. Particularly in the matter of securing personnel, it must be kept in mind that we have had

to compete with every other agency, whether governmental or private, having similar problems. And, like every other industrial and governmental agency, the Government Printing Office has lost many of its experienced employees in recent months, and its efforts to replace them with properly trained substitutes have been relatively unsuccessful. On April 30, 1943, for instance, the total number of employees on a "non-pay status" was 1186. Most of these have been lost to the armed services, or have been transferred on a temporary basis to other civilian positions connected with war work.

IN-SERVICE TRAINING

If we could not, in the circumstances, find good replacements by recruiting, a slower, but in the long run, more satisfactory course was open, namely, to develop a program of in-service training and by this means to encourage individual growth and to make the effort to equip our employees to do even more effective work. Fortunately, we had inaugurated in-service training before the present emergency became acute. Thus, I am now able to speak of this work in terms of results already accomplished, rather than upon a basis of an experiment in the early stages of trial and error.

The training system, now functioning fully, includes regular classes in all parts of the plant. Primary attention is given to members of the supervisory force, who, in turn, themselves have a direct responsibility in discovering talents of employees and in aiding in their development and utilization. At the present time, also, when women are replacing men in many industrial and office jobs, our women employees are also being encouraged to fit themselves for better positions in the plant, whether as clerks or stenographers or, in a considerable number of instances, in production work.

REORGANIZATION IN GOVERNMENT PRINTING OFFICE

In our efforts to increase the efficency of the plant, I announced last month a reorganization of production planning activities with four divisions under an Administrative Assistant to the Public Printer, charged with developing and maintaining a more effective planning and scheduling operation. This reorganization has now been completed and already the new plan is functioning with commendable smoothness and gives promise of still further improvement. It is yet too early to measure the results statistically. However, I intend, at a later date, to supply additional information in this regard.

The regrouping of the functions of production planning was undertaken in part, as has been suggested, because of the realization of the need for more prompt and accurate work scheduling as well as for better designing. On the other hand, the present shortage in trained personnel also was a consideration.

That we will continue during the course of the war, to encounter interruptions in service and shortages in supplies and personnel, probably to an even greater degree than those occurring thus far seems inevitable. In the circumstances, therefore, our only choice is to make the most of such resources as we have and to continue to do the job effectively in spite of difficulties.

COMMERCIAL PRINTING CONTRACTS

The volume of outside public printing is steadily growing. During the month of May approximately 3,100 jackets were in production by means of outside contracts; and in many of these cases, too, more than one contract was required to finish the work. A very recent instance is that of the Treasury Department's requisition with regard to the new income, or withholding, tax forms, for which there are already sixty-seven contracts let. Another case, discussed more fully later in this report, is that of the order for supplemental gasoline ration books, in which thirteen printing concerns are now under contract.

The task of dealing with outside printing firms and of making suitable contract arrangements with them is under the supervision of the new Division of Commercial Planning, the creation of which was announced in my report for the month of May. With the accomplishment of this phase of reorganization, the Government Printing Office assumes even more than heretofore the general role of intermediary in the field of public printing, coordinating and supervising the many transactions involving, on the one hand, the various Federal agencies and departments and, on the other, the private printing establishments performing part, or all of the work under contracts with this Office.

It must be emphasized, however, that with many of these outside jobs our responsibility goes far beyond the making of contracts with private firms, for often certain steps of production such as composition and platemaking are actually taken in the Washington plant with perhaps the press and binding operation alone being done outside. That situation is especially likely to occur, as in the case of the printing of the war ration books for the Office of Price Administration where a number of commercial establishments must work simultaneously upon a single job of considerable size and importance,-one also requiring absolute uniformity in design and performance.

OUTSIDE PUBLIC PRINTING A PRODUCT OF WAR CONDITIONS

To assume, in view of the considerable attention now being devoted by the Government Printing Office to outside commercial contacts, that the balance between inside and outside work has now completely shifted in favor of the latter, would be in error. At present the total volume and value of contract business engaged in by this Office admittedly does outweigh that of inside work, but there are several factors to be taken into account in assessing this matter. For one thing, in my opinion the condition is a temporary one, arising mainly out of the present emergency. It can easily be understood that the war has brought demands for a volume of public printing so large as to over-tax the facilities of this Office, expanded though they have been in the last few years. The insistence upon speed in production too, while natural in the light of the seriousness of the problems confronting responsible heads of war agencies, is such that even the world's largest and best equipped printing establishment is forced to seek help in order that the war effort may not be delayed through any failure upon our part.

Finally, there is the fact that commercial establishments, suffering through stoppage of normal domestic work, also as a result of war conditions, and relishing the opportunity thus afforded to ease their troubles by obtaining government contracts, are in a position to be used to whatever extent this Office finds necessary.

PART PLAYED BY THIS OFFICE IN COMMERCIAL CONTRACTS

In this connection it is well to emphasize again the very close relationship of the Government Printing Office to the performance of commercial contracts. The decision to award public printing to private firms under government contracts by no means releases this Office from its basic legal responsibilites in the matter. Under the code governing

public printing, this Office continues still to be the agency of coordination, even after it has made that decision. Thus, as a first step, it must determine the basic question as to whether or not the work shall be performed inside or outside of its own establishment. Then, second, if it appears desirable to perform the work on a contract basis, this Office must decide whether it will continue on the one hand to participate in, or to supervise the performance of the contract, or, on the other, to leave arrangements completely to the department or agency issuing the requisition. Usually the interested parties prefer to utilize the experience and first hand information of this Office, rather than to experiment. Third, if the work is to be accomplished with the direct assistance of this Office, but is connected with outside contractors, we must negotiate for, and award the contracts; and frequently, moreover, we must furnish materials, such as paper, do the composition and platemaking work, and provide for supervision and inspection as far as circumstances necessitate, in order to finish the job on schedule and to the satisfaction of the requisitioning department or agency.

METHODS USED IN HANDLING SUPPLEMENTAL GASOLINE RATION BOOKS

That some of the largest orders for public printing, as well as some of the most perplexing production problems with which this Office must deal during the present war period, continue to come from the Office of Price Administration, has already been noted in earlier reports to your Committee. Especially is this true because many of the orders of that Office recuire production upon safety paper and under conditions necessitating rigid controls against theft or counterfeiting.

Within the past month, as already noted, thirteen inspectors from our Washington Office have been dispatched to widely scattered points in the United States to set up a system of control over the printing of

new gasoline ration books. These inspectors are selected from among our regular employees, usually from certain units of the Composing Division, where the nature of the work is such as to parallel the various steps of commercial production.

When employees go into the field on special assignments, as in these cases, an extra burden is, of course, thrown upon this Office. Not only must provision be made for handling their regular work while they are gone, but also special travel orders must be written, train connections checked, reservations made, and special instructions and report forms drawn up for the conduct of the field work.

There follows a list of names and addresses of the contracting printing firms currently assigned to the handling of the new gasoline ration books:-

Contractor	Address
Baring Press	Detroit, Michigan
United Autographic Register Co.	Chicago, Illinois
" " " "	Cleveland, Ohio
Herbick and Held	Pittsburgh, Pennsylvania
Southern Coupon	Birmingham, Alabama
Mendle Printing Co.	St. Louis, Missouri
International Ticket Co.	Newark, New Jersey
Adams Brothers	Topeka, Kansas
Ansell-Simplex Ticket Co.	Chicago, Illinois
Shelby Salesbook Co.	Shelby, Ohio
Pacific Manifolding Book Co.	Los Angeles, California
General Manifolding Co.	Franklin, Pennsylvania
Arcus Ticket Co.	Chicago, Illinois

The steps taken to plan and to supervise war ration printing, suggested to some extent in previous reports, are now carefully determined. Specially designed safety paper is manufactured by one New England plant under stringent regulations, in which all paper, and even wastage, is fully accounted for to our inspector. When shipments of this paper are made to contracting

concerns, they must likewise account fully for every pound sent to them. All work of composition and plate making for these jobs meanwhile is done in the Government Printing Office and goes forward to the contractor at the proper time, also under the most carefully controlled conditions. With the beginning of actual work of printing the ration books, our plant inspectors supervise the make ready and are responsible not only for its secrecy and control against theft, but also for its complete accuracy. Guards, hired locally under the direction of the inspector, are paid from a special fund of the Office of Price Administration, this expense not being chargeable to regular printing funds.

When the ration books are ready, they are now sent direct from the contractor's Plant to designated OPA district offices where final distribution is made. No longer is the Government Printing Office responsible, as was earlier the case, for delivery of the ration books to each ration board. This change in procedure has considerably lightened our problem, and works for more satisfactory results also, so far as the interested Federal agency is concerned. Elsewhere in this report is other information regarding production of war ration book jobs accomplished to date.

SPECIAL INSIDE PRINTING JOBS

From what has been said here regarding the relationship of this Office to outside contract work, it will be evident that many man hours, much machinery, and other plant facilities, are often tied up in the part performance of jobs for which commercial plants eventually appear to get most, if not all, of the credit. The facts in these cases, nevertheless, are that the contribution made by this Office is indispensable to the accomplishment of the total task.

Requisitions at the rate of 300 to 400 per day are being received in the Division of Planning Service. A large number of these, as has been pointed out, are done under commercial contract. Yet, many others, and often some of the most interesting, from the standpoint of size or other special features are assigned for inside performance. This is particularly true of orders which, because of certain unusual problems of manufacture, or the necessity for strict secrecy, are guided to final production and delivery more easily inside than outside of the plant.

A single table, containing voluminous data of extremely confidential nature, was recently set by hand in this Office. It was prepared in our Composing Division for the Navy Department, to be used in one of the Navy information bulletins dealing with anti-aircraft warfare in the European zone. While by no means the largest table ever completed in the Composing Division, it nevertheless measured 30⅛"x35", and contained 68,320 square ems of 8-point type. The successful completion of this job required a degree of technical skill and patience that deserves recognition even in a printing plant such as this, where accomplishments bordering on the miraculous happen so frequently as to become almost commonplace.

As a matter of fact, gigantic orders are filled daily by this Office with such speed and apparent ease as to belie their true nature. The War Department, for instance, recently requested the printing each week of 500,000 24-page Service Record forms, such as are kept for every member of the armed forces. To date, six weeks later, 3,150,000 forms have been delivered.

Among recent examples, too, of work under tremendous pressure, was the order from the Secretary of the Interior in his capacity as Solid Fuels Administrator, for the publication of 650,000 copies of a letter addressed to the coal miners of America, outlining the policy of the Federal Government towards striking miners and providing an oath of office to be taken by every miner in mines now being operated by the Federal Government. An equivalent number of printed envelopes, size 3-7/8"x8-7/8", and cards, 2-3/8"x4", were also ordered as well as 100,000 two-color posters, 22"x18", containing an appeal to the miners.

All items, including the posters, were received at 7:00 p.m. on June 3, and were sent to the Job Section where work was begun immediately. Various technical factors, especially the size of the runs, made it necessary to manufacture some rubber, as well as electro, and stereo, plates. Composition work for the envelopes was finished at 8:30 p.m. on June 3, and the rubber plates for that part of the job were delivered from the foundry to the Job Section at 10:30 p.m. that night. The first of the stereo plates were returned from the foundry at 7:00 a.m. on June 4, and some of the electro by 3:30 p.m. also the same day. By 5:00 p.m. on June 5, only 46 hours after the order was received in this Office, the entire job had been finished and actually delivered.

With reference to rush jobs, it may also be well to add that this Office receives some of its most difficult problems late on Saturday afternoon, necessitating frequently the recall of crews for long overtime production work on Sunday, when a large majority of commercial printing establishments are idle.

GOVERNMENT PRINTING OFFICE PUBLISHES LARGEST PATENTS

The past month marks the publication of the two largest patents ever sent to the Public Printer from the United States Patent Office. One of these, No. 2,320,548, of June 1, 1943, contains 806 folios of copy and 220 double-column pages, 7-3/4"x11½" in size. The other patent, No. 2,320,549, also of June 1, 1943, is only a little less imposing in size, having 802 folios and 60 claims, which make 912,700 ems of 7½-point type and 198 double-column pages, 7-3/4"x11½" in size. Both of these are "Telephone System" patents, as was also one, No. 2,235,803, of March 18, 1941, which, until the present time, was the largest patent on record, containing 750,500 ems of 7½-point type and 164 double-column pages, 7-3/4"x11½" in size.

FOREIGN PATENT WORK

As in other units of the Government Printing Office, the Patent Section is directly affected by conditions resulting from the war. Thus, in April, May, and June, 1943, foreign patents to the number of 2,703, previously seized and held by the Office of the Alien Property Custodian, have been published by this Office. It is expected that there will be between 3,400 and 3,500 patents in all in this class. Unlike other patent publications, foreign patents in the control of the Alien Property Custodian are merely listed in the Gazette by serial number, together with the inventor's name, the published date and country of origin. No claims or amendments are attached, since they are technically classed as "applications" upon which to date no patent rights have been granted in the United States. It is planned to issue later a master index of foreign patents.

Of the regular patents published by this

Office, there were, in the period from April 20 to May 18, 1943, 10,996 pages of specifications, reissues, and plant patents; and of trade-marks and designs, 689 pages. In recent months this latter class of work has diminished sharply, possibly due also to war conditions.

RECORDS OF BINDERY PRODUCTION

Of special interest in connection with the present work of the Government Printing Office is the close relationship of a large proportion of public printing jobs to the war program. There are now being published in this Office hundreds of technical, field, and training manuals for the armed services, dealing with a very wide range of subjects and running into the millions of copies, as well as pamphlets and circulars of instructions relating to civilian production, rationing, rent control, and other matters concerning civilian war mobilization.

Thus, if, and when this Office succeeds in improving its methods and in saving time and money for the departments and agencies directly charged with the conduct of the war, the results can be hardly anything but beneficial to the war effort.

Examination of recent production records relating to inside work, such as those for the bindery, affords fresh evidence, not only of the extremely heavy demands for public printing and binding in the present emergency but also of the zeal of employees in devising new ways to speed up and otherwise generally to improve work in aid of the war program. In April 1943, for instance, the bindery received 5,667 jackets for printing and binding, and 748 for blank paper. And, as compared with the total number 6,415 jackets received, 6,275 jackets, or only 140 less, were completed within that month - a fact itself indicative of the high rate of production reached in the plant.

HOW IMPROVED BINDERY METHODS THEY PRODUCTION

Improved conditions in the bindery, as elsewhere in this Office, are secured partly by the substitution of large machine operations for the slower and more expensive hand, or small machine methods; also, by installing new devices on machines already in operation, which serve either to increase the speed, or to reduce or eliminate the number of operations to be performed; and finally, by reorganization, eliminations, or by other refinements of production in order to achieve a greater degree of efficiency.

The re-commissioning of the "perfect binder" is an example of the substitution of the large machine for the smaller machine, and hand labor, methods. This binder some years ago was discarded and stored, but recently it was repaired and reinstalled. Now in operation, it provides a simpler and faster method, nearly tripling the output as compared with production under the method formerly used. Moreover, on a large gathering machine recently restored to operating condition, a production rate of nearly 6,000 copies per hour is possible. Although this machine requires nearly 20 women to tend, it also increases output about three times. Both the "perfect binder" and the large gathering machine have particular value for the type of manual - that is, those in booklet or pamphlet form usually run two up - required in such large quantities by the departments and agencies handling war problems.

SPECIAL ATTENTION GIVEN TO NAVY AND WAR PRINTING AND BINDING

The Navy Department's "Communication Instructions", totalling approximately 80 signatures, comprises a series of manuals, each of from 5,000 to 7,500 copies. The problem of publication in this case was studied to find, if possible, a more effective way of handling than

that originally planned. The result was a revised plan, eliminating tedious hand work by bindery operatives as well as the slow process of indexing by machine; also it was decided to do machine gathering after lipping and stamping the index. This Navy jacket called for three indexes in one volume. The book was first folded in signature form with each index position complete, and then it was lipped and assembled on the gathering machine after folding. All copies were trimmed on the back only, drilled, stamped, and inserted in loose-leaf binders for delivery. Another order presenting somewhat the same type of problem was the War Department's confidential "Air Route Manuals", consisting of a series of loose-leaf books in binders, each book of the series being devoted to a separate geographical section of the world's airlanes and each numbering from 2, 500 to 5,000 copies. A newly-constructed covering attachment on the gathering machine now permits the gathering, stitching, and covering of war manuals and similar jobs up to 14½ inches, two up, instead of singly as heretofore.

Illustrations of economies achieved solely in bindery operations could be greatly multiplied. It will be sufficient perhaps to cite a few cases from the Blank Section, where huge quantities of specially ruled forms, notebooks, pads, and tablets are made for the everyday use of Federal offices. On all columnar pads, for instance, stripping has now been eliminated, and on all pad work, one-third less crash is being used than formerly on the padded edge. For the GPO #1 pad, size 3"x5", only waste stock is now used, with no boards or crash. GPO stenographic notebooks formerly were sewed, folded by hand and marked by machine, but now they are sewed and folded on a monitor folder; and, in order to save in packing, where books were once banded in twelves and then wrapped and tied in 144's, now 144 books are packed to the carton, thus entirely cutting out the banding and wrapping process. A considerable saving also has been effected in pocket memo notebooks, which were formerly folded and sewed. Now they are gummed and stabbed off in

seventy-two sheets and worked on the "perfect binder", already mentioned. Another recent job, gummed instead of stitched, was an order for 1,000,000 memorandum books prepared especially for the Office for Emergency Management. On all Selective Service "transmittal memos", too, instead of wire stitching as previously, the sets are now folded and perforated by machine, or are gathered with a separator inserted between each set and then are gummed one inch at the head.

On one regular War Department order, (J. 470197) involving 502,000 copies, that was first printed, then ruled, cut to size, 14"x17", punched and sent to the finishing room for paging, now is first ruled before printing, four up, 28"x34". By so doing, one operation is saved in running this job on the press and the paging can now be done in series in the same operation as the heading, thus resulting in substantial savings in both time and money. On three other War Department orders, totalling 650,000 books, wire stitching was eliminated and the jobs completed on the "perfect binder". With reference to the Navy "Code Books", moreover, separate steps of folding and inserting have been eliminated. The books are now folded in one operation, after sewing.

EMERGENCY ORDERS

The work of handling Navy and War Department orders continues to place a very heavy load upon the Government Printing Office. Among the many Navy jobs listed in the bindery reports for April and May are:-the "Navy Bulletin" (18,500 copies), previously done commercially, but now, because of demonstrated economies in the plant, regularly printed inside; also the "Navy Medical Bulletin", a dated periodical, (14,200); the "Navy Personnel Bulletin", the "Bauer Newsletter" (10,000 copies); the "Merchants Ships Signal Books" (30,000 copies), containing five salmon inserts of stripped, printed waste, with 300 $7\frac{1}{4}$"x$10\frac{1}{2}$" pages; numerous "Light Lists", each containing sailing directions that relate to a particular

part of the world, and averaging 2,000 to 8,000 copies per list; many "Progress Tests" for enlisted personnel, such as that for "Pharmacist's Mate", 2C, containing 69 signatures, octavo, gather-sewed and paper-covered (30,000 copies); a series of handbooks, 7¼"x4½", containing 48 to 124 pages each, and entitled "Familiarity with Aircraft" (180,000 copies); "Navy Communication Instructions", a series of confidential works (5,000 to 7,000 copies each, and averaging 80 signatures each); "The Nautical Almanac", 10 signatures (72,000 copies); and the "Air Almanac", 16 signatures (94,000 copies).

The War Department list is even more imposing in size. In part it contains: - a series of "Airport Direction", such as the Continental Airport Directory, 8½"x11", folded, gathered, loose-leafed, with 49 divisional sheets and nearly 900 pages (2,500 copies); confidential "Air Route Manuals", each volume covering sections of global air routes (2,500 to 5,000 copies each); the "Air Pilot Aleutian", 16-3/4"x13-3/4", plastic binding (3,800 copies); "The Score Book", three signatures and cover (2,500,000 copies); "Soldiers Pay Book", eight pages and cover (2,000,000 copies); six printed circulars (totalling 748,860 copies); "Training Circular", #8 (1,000,000 copies); a series of five war bulletins (totalling 418,886 copies); "The Italian Phrase Book" (51,000 copies); "German Abbreviation", in the Military Intelligence series, #12 (75,000 copies); "Instrument Flight" (76,412 copies); "Military Laws" (185,000 copies) and other field manuals (totalling 1,850,000 copies).

The State Department list includes: - a "Proclaimed List of Blocked Nationals", 11 signatures (70,000 copies); "Statutes at Large", 76 signatures (5,460 copies); "Peace and War", six signatures (English text, 25,000 copies; and Spanish text 40,000 copies); "United States Code of Laws", 61 signatures (10,763 copies).

In addition, there were nine jobs for the Department of Commerce, each with three to four sig-

natures (totalling nearly 569,000 copies) and seven jobs for the Department of Agriculture (totalling 466,000 copies); also the "Point Rationing Chart" of the Office of Price Administration (422,000 copies), and for the same agency, 260,439,475 "Validation Stamps" for Ration Books. This last job required a guard detail to insure against theft and counterfeiting; 75 stamps were printed to the sheet and 100 sheets to the package, kraft wrapped, sealed and tied three ways, making, in all, 34,724 packages.

There has been created a new Outside Purchase Section, attached to the bindery, to assist in handling jobs printed commercially, including especially those in which the Superintendent of Documents places orders. The work in this section is already heavy, averaging 150 jobs per month; the Section is mainly concerned in making adjustments and confirmations of delivery.

GROWING USE OF GOVERNMENT PUBLICATIONS FIRST CITED IN RECORDS OF DOCUMENTS OFFICE

The large increase in the volume of business of the Government Printing Office, although evident in many respects in the production plant, is also convincingly shown in the sales record of the Office of the Superintendent of Documents. In 1933, for example, there were 481,295 orders for 8,255,490 copies of publications with a sales value of $540,532; five years later, in 1938, there were 697,970 orders for 11,546,273 copies of publications sold, amounting to $845,779. In 1942, orders had increased to 982,801, the number of copies of publications sold to 36,492,359, and the total sales to $1,712,539. Upon the basis of only nine months of the current year, which already has reached approximately 900,000 orders and 37,000,000 copies of publications sold, totalling $850,000 in sales, it is estimated that the total business for 1943 will amount to nearly 1,280,000 orders, involving 50,000,000 copies of publications, with total sales receipts in the sum of approximately $2,500,000.

It may be of interest to note, in this connection, that the value of business in the Office of the Superintendent of Documents is rapidly reaching a point where receipts from sales will support not only the sales organization, but also various non-sales activities of that office, such as that of the Documents Library. The staff of employees in the Superintendent's Office now numbers approximately 500, which total, it may be added, as in other divisions of the Government Printing Office, has not substantially increased, despite the very considerable growth of the business since 1940.

It is expected that with the extension and improvement of the sales system and with the gradual curtailment of the policy of free distribution of public documents, the popularity of Federal publica-

tions from the standpoint of the general reading public will show even further gains. Continued attention and study are being given to improvements in the methods of distribution in anticipation of increasing public demands for government literature. It should be noted, also, in this regard, that distribution of documents for the various departments or agencies, which for the fiscal year 1933 totalled 49,297,052 publications, had reached nearly double that figure in 1942, that is, 93,149,807 publications. The prospects for the current year point to an estimated figure well above the 100,000,000 mark. This volume of business is in addition to sales made directly from stocks charged to the Office of the Superintendent of Documents.

UNOFFICIAL WAR-TIME ACTIVITIES OF OFFICE

The Government Printing Office, apart from its contribution to the war effort in or through the normal work of the plant, continues in many ways to render informal assistance to the same desired end. In the purchase of War Bonds, it is our policy, although not insisting upon regular salary or wage deductions at pay periods, to maintain a continuous campaign. Thus, each division of the Office has its recognized machinery for accomplishing this work, and the results upon this voluntary basis continue to be favorable.

The Red Cross drive, recently conducted, approximated our quota set at $18,000, despite the fact that it came at a time unfavorable for attaining the best results, in view of unusually heavy spring income tax payments. The campaign for blood donors likewise has produced good results. There are already 350 regular donors, and it is expected that others will shortly agree to participate.

Recently the Red Cross Sewing Unit, which has been located in air-conditioned quarters on the second floor, agreed to give up that space so badly needed for regular plant production and to transfer to a corner of Harding Hall suitably prepared for this purpose. The new location has the advantage of advertising conspicuously this important activity, and it is hoped that now additional members may be enlisted to help the loyal group of 70 women already contributing.

JULY 1943

AUG. 1943

SEPT. 1943

OCT. 1943

NOV. 1943

DEC. 1943

JULY 1943

REPORT

of the

PUBLIC PRINTER

JULY 1943

TABLE OF CONTENTS

	page
The Federal Register.....	1
The Congressional Record.....	3
The Wartime Printing Policy.....	8
Improvements in Wartime Transportation...	12
Scrap Paper.....	14
Investigations of Sick Leave.....	18
Red Cross Production Report.....	19
Saving Gas and Rubber.....	20

SERIAL RECORD

THE FEDERAL REGISTER

In previous reports to the Joint Committee on Printing, notably in April 1942 and February 1943, I have referred to the marked growth, especially in recent months, of the FEDERAL REGISTER, the first issue of which, consisting of 16 pages, was published Saturday, March 14, 1936. The 206 issues for the remainder of that year totaled 2,619 pages, or an average of 12.7 pages per issue.

During the first five years, the REGISTER doubled in size as measured by the average number of pages per issue. Thus, in the calendar year 1941, for 253 issues, the average was 26 pages per issue; and in 1942, for 255 issues, 43 pages per issue. Yet, in comparison, for 130 issues in the first six months of the current calendar year, there have been an average of 70 pages per issue, or very nearly double the size of the REGISTER in 1942. In view of the increasing volume of war emergency orders and directives, it appears now that at least the present average number of pages per issue will be maintained throughout this calendar year and possibly it may be exceeded. Incidentally, it is interesting to observe that the total number of pages in the REGISTER for the first half of the year 1943 is approximately the same as the total number of pages for the first three years, 1936 to 1938, inclusive, when the total was 9,264 pages. Furthermore, it may be worth noting that in contrast to approximately 8,000 copies per day, furnished in 1936, 22,723 copies are now published.

There follows a table showing the publication record for the FEDERAL REGISTER since 1936:

Year	Total number of issues	Number of copies per issue	Total number of pages	Pages per issue (average)
1936	206	8,000	2,619	12
1937	253		3,450	13
1938	254		3,195	12
1939	252		5,007	19
1940	252		5,307	21
1941	253		6,877	26
1942	255		11,079	43
1943*	122	22,723	8,585	70

* To June 22.

Due to a general similarity of printing problems and to the fact that approximately the same facilities are used for the FEDERAL REGISTER and the CONGRESSIONAL RECORD, it is necessary to run the REGISTER each day in such a way as to avoid conflict with the RECORD. The scheduled dead line for receiving copy for the REGISTER in the Linotype Section is 1:00 p.m. By 6:30 p.m. all composition, as well as proofing, is completed and the forms are ready for casting in the foundry. If there is tabular matter, as frequently happens with the REGISTER, it is ordinarily handled in the Monotype Section. In recent months, however, adherence to this schedule has become increasingly difficult, and it is thus far only by the exercise of the fullest cooperation between the National Archives and the Government Printing Office that it is feasible to finish publication of the REGISTER each night in time to commence that of the CONGRESSIONAL RECORD.

Corresponding to the bound volumes of the CONGRESSIONAL RECORD, which appear periodically, are the yearly supplements of the REGISTER. In the case of the bound volumes of both publications the original, or daily, text is carefully revised. This involves additional composition, as well as plate and foundry work. In the case of the daily REGISTER, after each day's publication the type is dropped out, but the titles are saved and then the galley is stored. Unfortunately, present conditions have interrupted the regular schedule and no yearly supplement has been published since 1941, with the result that now there are nearly 25,000 galleys held, awaiting orders from the National Archives. Meanwhile, these require a considerable quantity of rack trays and galley locks, in addition to a large amount of metal type and floor space.

Another problem presented in this connection is that of the OFFSET REGISTER which, except for composition, is produced by local commercial printers. Almost daily certain parts of the OFFSET REGISTER are picked up to be used in the FEDERAL REGISTER, while on the other hand, certain sections of the previously published FEDERAL REGISTER, especially those revised executive orders and directives, are withdrawn from galley storage for use in the OFFSET REGISTER. Needless to say, it requires a careful system of handling

and recording to insure that galleys are delivered to the contractors in good shape, and then returned in due time to the proper storage bins. Another problem involving the handling of the OFFSET REGISTER is the fact that its page make-up differs from that of the FEDERAL REGISTER. Thus far there appears to be no remedy for this situation, due to the requirements of the various Federal departments and agencies, who determine both the contents and the special form of the publication. The pages of the OFFSET REGISTER are made up with the type body measuring 43 x 56 picas, and with a 6-point column rule, while those of the FEDERAL REGISTER are made up with single pica column slugs, and with the dimensions of the type body measuring 44 x 59 picas.

Distribution of the daily REGISTER is similar in general to that used for the RECORD. Personal copies are, of course, furnished to each Member of the House and of the Senate; and the Federal departments, as well as others entitled to the REGISTER, also receive as many copies as are necessary for their purposes. Stenciled labels for mailing are prepared by the Division of Public Documents.

THE CONGRESSIONAL RECORD

Despite the very considerable increase in the size of the FEDERAL REGISTER, due to the tremendous volume of wartime directives and orders, it is the CONGRESSIONAL RECORD that still continues day after day to be the most important regular publication of this Office. At the present time 42,000 copies of the RECORD are printed daily. Of these, 850 reserve copies are put aside and are bound in paper covers each two weeks for distribution to Members of Congress, together with copies of the CONGRESSIONAL RECORD INDEX. Of this publication, 11,500 copies are published semi-monthly during each session of Congress. There are also 5,400 copies of the bound CONGRESSIONAL RECORD published, presenting, as already suggested, a revision of the text of the daily RECORD in which the appendices and certain other materials are eliminated, and textual changes often made.

Following each day's session of Congress, the copy of the daily RECORD is delivered directly from the Capitol by our Congressional messengers to our Linotype Section. As in the case of the REGISTER, tabular material, if any, is handled in the Monotype Section.

Every effort is made to secure copy by 6:30 p.m., so that Linotype operators may start their work by 7:00 p.m., at which time work on the FEDERAL REGISTER has usually been finished in our Composition and Platemaking divisions.

In the half hour between 6:30 p.m. and 7:00 p.m., however, some very important steps are being taken to get ready for composition work, as, for instance, cutting, preparation of folios, and scheduling of the copy; and, even before these things are done, the sections to be set in 6-or 7½-point type also must be separated, crossheads must be marked, and the material to go into the Appendix, as well as into the body of the main text must be definitely determined. Then, too, when the proceedings in either House require it, this Office must supply copies of Congressional bills and reports, and any other special material ordered to be inserted into the text of the proceedings.

In the preparation of folios great care is exercised, not only because the schedule must show the numerical designation of each galley upon which type folio is to be placed, but also because, as frequently happens, it may be necessary to handle a large number of folios in connection with the proceedings in each House.

As the copy comes to this Office from the Capitol there is included a sheet, known as the "out list", on which are indicated the names of the Members of the Senate and the House holding folios to be edited and revised. The copy-cutter, when he reaches an "out", must drop sufficient folios and galley slugs to cover the same. Usually there are between 40 and 50 "outs" every night the RECORD is run, so that any carelessness, either of copy-cutter or bank-man, or of others concerned with that part of the work, would ruin continuity and so make the early morning deadline impossible to meet.

As has already been pointed out, it is difficult to keep the production schedule of the FEDERAL REGISTER separated from that of the CONGRESSIONAL RECORD, although usually the Office succeeds in accomplishing this result. Special problems of composition and foundry, such as elaborate tabular materials,

occasionally, too, tend to slow down the work. More often than anything else, however, it is the folios held "out" for revision, that complicate production of the RECORD and cause the serious delays sometimes occurring in publication. This situation is due mainly to the fact that page make-up must stop whenever an "out folio" is reached; and it is not uncommon, in the case of the daily RECORD, to find sections of both House and Senate proceedings missing at the same time, during which no progress at all can be made.

Thus, the size of a particular issue of the RECORD, or even special tables to be set, need not be, and in fact often times are not, an accurate index of the complexity of the production problem. For example, if all copy for a given issue related only to the normal record of proceedings and contained no tabular material, and if, furthermore, it all reached this Office not later than 9:00 p.m., then it would be possible, with our facilities, to produce easily within the scheduled time a 100-page RECORD.

As a part of the procedure of the composing room every galley of the RECORD is read twice by copy and then sent back to the machines for correction, after which steps a revised proof is taken and any final corrections are made. If errors persist, this process must be repeated until they are completely eliminated. In the production of the RECORD, both revisers and imposers work alongside the operators in the Linotype Section, as do also the page reviewers and revisers. The schedule calls for the last form to be in the stereotype room by 2:00 a.m. and the last plate is expected to be finished there and ready for the press room at 2:15 a.m. In very favorable circumstances, all forms, each consisting of 2 pages, may reach the foundry by midnight. It is not unusual, however, for some of them to arrive long after that hour. In the foundry the matrix or "mat" is made in the molding machine, and then is placed in a drying unit for six minutes at a temperature of 250 degrees Fahrenheit. After the preparation and drying of the mat it is removed to the casting box, where the curved cylindrical plate is made. After being trimmed, beveled, and routed these are rushed to the press room.

Three web rotary presses print the CONGRESSIONAL RECORD, each with a capacity of 64 pages and a speed of 12,000 impressions per hour. Should the RECORD have but 8 pages, then not only printing, but also folding and pasting would be done on the presses, in which case a fast run could be made, two or more sets of plates being used. Daily issues from 16 to 64 pages, inclusive, are stitched rather than pasted on the presses. In this case trimming must be done separately.

If the copy runs over 64 pages it must be gathered in signatures and stitched on a gathering machine. With an issue of 72 pages two presses will be used, one delivering 40 pages folded together, and the second 32 pages in 16-page signatures. If the issue should run to 112 pages, 64 pages would be done on one rotary press and delivered in two lots of 32 pages each; and, on the second press, 48 pages, delivered in two lots of 24 pages each. A total of 192 pages is the maximum capacity of our three web rotary presses. In cases where the RECORD exceeds 192 pages, then one or more presses must be cleared, either by completing the run or by lifting the plates. It may be of interest here to note that the largest RECORD ever published consisted of 320 pages.

The working schedule calls for completed copies to be delivered to the gathering machines or to the mailers by 3:00 a.m. Signatures as they come from the press in 16, 24, 32, or 40 pages are placed in a gathering machine where they are arranged consecutively and fed into a conveyor in the proper order. As collated, the conveyor carries the entire RECORD to the stitching machines, from which point each copy is fed to an electrically driven cutter and trimmed to the required size. After trimming, the finished copies go to the mailers where those for bulk deliveries are wrapped and addressed; the single copy deliveries go to the mailing machines. In this operation each copy of the RECORD is rolled and sealed by the machine in a stencilled wrapper previously made ready, after which it is dropped into the mail bag, later to be put on the large conveyor and carried directly to the city postoffice. Deliveries to Members of the House and the Senate are made by special messenger service, and not through the regular mail channels. In the meantime,

packages for the Senate and House postoffices are separately made up, as well as those for the departments and special city delivery. Four men start as early as possible on the work of delivering the RECORD copies, which according to the schedule should be finished by 8:00 a.m.

THE WARTIME PRINTING POLICY

In previous reports dealing with the wartime activities of the Government Printing Office the Public Printer has frequently had occasion to stress the degree to which outside commercial plants are now being used in the production of public printing. This fact is particularly important in light of certain developments in recent weeks relating to our transactions with the War and Navy Departments, which in a measure at least, constitute a challenge to the existing policies of the Joint Committee and of this Office.

In order to determine, if possible, what attitude should be assumed regarding these matters, it may be well to review the situation as it now exists, examining it to see whether our policies are at present working satisfactorily and, if not, whether they can be made to work effectively at all; also to see whether it is desirable to carry out a suggestion for a radical change in policy made at various times by both the War and Navy Departments, - one that in my opinion, if it were to be adopted, would prove disastrous to the best interests of all concerned.

In this connection it is worth noting that, before the beginning of the European war, this Office was able to produce without serious difficulty both the quantity and quality of printing required by the several Federal departments. There is little reason to doubt but that it can again be expected to do so when peace comes, provided that present policies are continued. A departure from those policies, however, might greatly affect future conditions in the printing field, including the position of this Office.

Almost at the moment that preparations for war began, conditions in the printing field also radically changed. Departmental printing demands immediately increased to a marked degree, exceeding by far our plant capacity. This fact was especially true because it became imperative to handle many of the war printing orders with unprecedented speed. Thus, the Joint Committee and this Office were confronted with a major crisis. It became necessary to act and, in the circumstances, it was essential to decide quickly what one of several courses to follow.

First, it might have been possible to agree to approve a general waiver, thereby leaving to the different wartime organizations the chief responsibility for obtaining their own public printing upon whatever basis they could do so. This possible choice of method, one of decentralization, was rejected by the Joint Committee and this Office as being excessively costly and ineffective, inasmuch as it would tend to create immediately a confused state of affairs similar to that existing in 1917 and 1918. Then it was that with such a policy, or perhaps it is better to say a lack of policy, each department was confronted with the necessity of solving its own printing problems. As a result of this, it found itself in the midst of chaotic conditions, in which it was forced into competition for service with every other Federal agency having similar needs, as well as placed at the mercy of commercial contractors who, in the circumstances, could, as they pleased, write their own terms and exact their own prices.

Secondly, the Joint Committee and the Public Printer might have decided upon an expansion of the plant facilities of the Government Printing Office in Washington, sufficient to meet the increasing wartime needs of the Federal departments. This idea likewise was discarded since it, too, would have been extremely costly and also inefficient, requiring an unjustifiable amount of labor, materials, money, and time to accomplish. A further consideration, moreover, was the fact that such increased plant facilities probably would prove embarrassing after the war. Thus, too, if the proposed expansion were carried out during wartime, it must be done at the expense of other and perhaps more vital wartime construction, thereby curtailing to that extent the general war effort. Certainly we had no desire to create such a situation, nor to be placed in a position of failing to meet our responsibilities promptly and fully.

The third choice, and one which, in the light of the facts, the Joint Committee and this Office determined to be much better calculated to produce quick results, involved the continuation of centralized control of policy as well as production of public printing, as in the prewar period, squarely in the hands of

the Joint Committee and of this Office. But in so doing, measures would be taken through contracts between the Public Printer and commercial houses to procure all supplies and all work beyond what is the maximum capacity of the Government Printing Office itself to furnish. Such materials and printing would be obtained in private plants, supervised and working closely with the Public Printer. This plan, it was believed, was advantageous for several reasons. First, it would eliminate the possibility of a confused situation, such as would result if there were complete decentralization, inasmuch as the Government Printing Office, having a control over outside contracts as well as over the work in its own plant, could make such arrangements and schedules as would prevent undignified competition by Government agencies for the facilities of private printing plants, as well as price boosting. Moreover, as already suggested, this policy avoided the necessity for undertaking, in competition with other war efforts, a costly and perhaps embarrassing expansion of this Office.

It is frankly admitted that there have been some delays in getting the policy fully into operation. Partly this is due to the fact that internal reorganization in this Office has been necessary, such as the setting up of an adequately staffed planning and scheduling unit; partly, also, to the fact that commercial printers must be educated as to what to expect, and how to operate effectively; and finally, to many wartime conditions, such as inadequate transportation and serious shortages of paper and other supplies that now make any business operation, no matter how well organized and staffed, difficult.

Nevertheless, the record in the last month of the fiscal year, 1943, speaks for itself. Of more than 2,000 work jackets for the War and Navy Departments, alone, 74% have been delivered on time or ahead of time, and of the remaining 26%, the average delinquency is less than three days-- a performance for which, in the light of every consideration, no serious apology should be necessary. Incidentally, the record is continuing to show improvement.

Despite the decided advantages of the present policy, already demonstrated both in theory and in performance, and also despite its desirability from the standpoint of stabilizing conditions in public printing

and of spreading its benefits equitably throughout the commercial field, this Office has operated to date under serious handicaps, particularly a lack of authority to command services and supplies on a basis at least equal to that of the War and Navy Departments.

In explanation, the Joint Committee doubtless is aware that under the emergency powers of these departments, they possess, justifiably enough when considered in the light of the responsibilities that they have in waging the war, a preferred position in the procurement of materials and services necessary to the war effort. In this regard, public printing and supplies used in printing, such as paper, are among the items over which they can assert a priority. Thus, with respect to these matters, the War and Navy Departments hold an advantage over the Government Printing Office, inasmuch as we have no such priority classification.

The cooperation of the War and Navy Departments in aiding the Office to secure necessary printing services, would, if it were granted unselfishly, help solve many of our present problems. Instead of cooperation, however, there is evidence now, as recent correspondence between the Joint Committee, the War Department and this Office indicate, that they may wish to disregard entirely the authority of the Joint Committee, and to go where they please for their public printing. This desire to dominate, rather than to cooperate, if consistently maintained, would soon wreck the entire structure so carefully developed up to this point for the administration of wartime public printing.

In brief, this Office submits that it has taken every possible precaution to make the present program work out to the benefit of all, and particularly in the general interests of the war effort. In many respects it is already working well, and its shortcomings, such as there are, spring largely from the lack of authority of the Government Printing Office in regard to priorities. It will be recalled that a request has recently been forwarded to the Joint Committee recommending action to deal with this question.

IMPROVEMENTS IN WARTIME TRANSPORTATION

The arrangement with the Office of Defense Transportation, giving us the full time services of an expert from that agency on a reimbursable loan basis, represents another important step forward in our efforts to solve various perplexing wartime transportation problems.

Attention has already been called to the fact that much of the wartime work, passing through and often processed in part in this Office, is now being completed under contract in widely scattered plants, and that supplies of paper and other materials used in this production must for the most part be furnished by this Office and shipped to the places of manufacture. Thus, it can be clearly seen how important is the matter of adequate transportation to the success of this essential war activity. Approximately 350,000,000 pounds of paper, that is, 175,000 tons, or 7,000 carloads, have been used by the Government Printing Office in the fiscal year just closed. All of that stock--nearly 20 carloads per day--was necessarily delivered either to Washington or to some other designated warehouse, where it was stored until ready to be used in production. After printing, it was shipped again, this time to the consignee, who in turn probably found it necessary to reship the finished product.

The various classes of paper are, of course, the principal problem of transportation of this Office, but there are other commodities such as metals for type and copper for electrotyping, that also give rise to serious difficulties. In years past, long hauls of extremely heavy stock were not at all uncommon. Now some of these hauls are being eliminated by simply routing the stock from a given mill to the nearest Government Printing Office warehouse, or perhaps to the nearest commercial contractor handling our printing work. In this connection it is well to emphasize, from the standpoint of transportation, the economy of our present system of widely distributed outside printing, which naturally operates to reduce the length of hauls. Wartime shipping conditions being what they are, however, we must take every

precaution to reduce transportation difficulties in every way possible.

In view of this situation efforts are being made, with the help of the Office of Defense Transportation, and after a re-study of every fact in the case, to improve shipping routes and schedules in order, first of all, to conform strictly to all existing wartime regulations; and secondly, to eliminate as far as possible the necessity for long freight hauls of paper stock that later on, in manufactured form, might otherwise be re-shipped to, or near, its point of origin; and thirdly, to arrange transportation in such a way as to avoid heavily congested centers where shipments often are tied up in transit, and delayed indefinitely, and where, if our activities should continue, they would merely tend to aggravate still more the condition of congestion already present.

It may be well to point out that the transportation expert's studies and recommendations will in no way interrupt the normal procedures of this Office, nor the functions of the regularly established divisions; rather he will be acting in the capacity of a consultant, advising as to the precise nature of present regulations and assisting us in working out the solution to our problems, consistent with the general wartime policies of the Office of Defense Transportation.

SCRAP PAPER

In view of the steadily mounting scarcity of paper in the printing industry and the correspondingly increasing importance of paper shavings and waste paper, this Office recently has taken several measures calculated to improve its policy relative to scrap paper disposal.

Feeling that it might be decidedly advantageous to classify and to separate shavings and cuttings more carefully and thus to resell scrap paper under conditions more favorable to the Federal Government, negotiations several weeks ago were opened with the James Flett organization of New York, a concern of experts in scrap paper disposal. As a result of preliminary conversations this company agreed without expense to this Office or any other consideration, to undertake a survey of our problem. Within the past month two representatives, Mr. Hugh R. Littell and Mr. H. W. Powell, have visited our plant and have made preliminary recommendations contained in a communication to the Administrative Assistant to the Public Printer dated June 24. A copy of Mr. Powell's letter reads as follows:

"Dear Mr. Herrell:

"I wish to thank you for the courtesies and cooperation given to Mr. Littell and the writer from yourself and associates in regard to your waste paper accumulations.

"Confirming our conversation, there are two ways of receiving money for waste paper: (1) to sell the paper at the best price available; (2) to make sure that waste paper being sold is classified so far as possible so that the higher grades of waste paper are not being sold as low grade paper.

"If you can take out of your mixed paper considerable quantities of the higher grades of waste paper, you can make a substantial increase in revenue. For instance, if you can take $4.00 mixed paper and by proper segregation produce grades selling for as high as $50.00 per ton, you can readily see what this means in terms of waste paper revenue. The following is a summary of the review made of your waste paper operation by the writer and Mr. Littell in company of Mr. Simmons, Mr. Baumann, and Mr. Anderson, and who were in accord that the following additional grades could be made without materially increasing the overhead costs:

"1. Used manila tabulating cards free from groundwood. The used colored tabulating cards free from groundwood can be included in this grade.

"2. The roll strippings and trimmings from the rolls of plain manila tabulating card stock free from groundwood and free from printing.

"3. No. 1 heavy books and magazines.

"The Office of Price Administration classifications covering the above grades are attached.

GRADES AND CLASSIFICATIONS

"1. Manila tabulating cards free from groundwood.--To consist of new or used printed manila cards free from groundwood which are being manufactured for use in automatic tabulating machines. Lower qualities of this grade include tabulating cards of similar stock having colors other than manila. Optional method of packing bags or cartons.

"2. Roll strippings and trimmings from the rolls of plain manila tabulating card stock free from groundwood and free from printing. Packing bales. Grade--New Manila envelope cuttings.

"3. No. 1 heavy books and magazines.--To consist of used and over issue books and magazines, stitchless stock, quire waste, press spoilage, to be free from groundwood. The stock must be free from heavily inked deeply colored gilt, aluminum, varnish, lithographed, roto, printed and colored papers. This grade shall not contain more than 2 percent of outthrows. Deliveries which fail to meet the requirements as to outthrows must be rejected or paid for only after adjustment to eliminate any payment for excessive outthrows.

"Printed shavings: It was seen that in the room where the shavings from the trimmers is blown that the room is without dividing bins. This means that if groundwood and free from groundwood stock are being trimmed at the same time on different machines, that only a grade of groundwood shavings can be produced.

"If dividing bins were installed the groundwood and free from groundwood shavings could be made without mixing the grades. The present selling values of the free shavings is a minimum of $3.00 per ton in excess of the groundwood shavings.

"Cutting machines: There is no segregation of paper at any of the cutting machines and we discussed the possibility of placing a divider in spoilage box, or an extra container to be provided for the white unprinted paper, whether free from groundwood or containing groundwood. The porter to the baling room before sending this to the baling room would place the paper in crates marked 'free paper' or 'groundwood paper'.

"Press rooms: The printed spoilage in the press rooms is being sent to the baling room unassorted, and is baled as mixed paper. It is suggested that an additional bag be placed at each press for the spoiled sheets, and printed signatures of free from groundwood stock. The contents of these bags would be emptied into a special crate by the porter marked 'free stock' and sent to the baling room. Paper testing acid should be kept at all stations where crates are accumulated. This acid could be used in a spray gun and the paper tested for groundwood content before leaving the press room.

"Sheeting room: Containers should be provided for the white waste accumulating in this department. We understand that this is all free stock as no newsprint is rewound or sheeted. This paper is included in Item No. 2 on the Government Printing Office proposal, the Office of Price Administration classification of which is No. 1 soft white shavings.

"It was apparent that some of the baling operators do not fully understand the grading of the paper. In order to insure a good operation it is important that they be properly instructed, and it would be helpful if one man on each shift, and who fully understands the grades of paper to be made, be given authority to instruct and also to see that the work is correctly done. To familiarize the men with the grades that are to be made, a board could be put up in the baling room which would be spaced, and the name of the grade together with a sample of the paper could be attached in each space.

"Paper testing acid should be on hand at each baling press to test for groundwood content. All bales of the higher grades of waste paper should be tested for groundwood before storing.

"Storage bins: In order to promptly release the crates and boxes sent to the baling room from the various departments, and which contain grades of paper other than mixed paper, bins should be provided in which the paper could be stored prior to baling. Otherwise, there is a possibility of the material being baled as mixed paper.

"This summary is based on observation and information given on going through the plant.

Respectfully,

/s/
H. W. POWELL."

Inasmuch as the present contract of this Office for waste paper disposal with a Baltimore, Maryland, firm is soon to expire, consideration is now being given to the possibility of revising or perhaps altogether rewriting our present arrangements, and of securing under a new contractor such terms as will put the Government Printing Office in a position to follow out the spirit of the recommendations suggested above by our consultants. In this connection efforts also are being exerted to insure that our classifications of scrap paper are made consistent with those of the Office of Price Administration, in order that this Office may be able to take full advantage of market conditions and market prices at all times.

INVESTIGATIONS OF SICK LEAVE

In an effort to promote greater employee efficiency by reducing absenteeism, and especially through dealing more firmly with cases that violate the spirit, if not the letter of sick leave regulations, a series of conferences have recently been held by key administrative officers and representatives of our Emergency Hospital Section. The concensus of opinion appears to be that, perhaps because of the pressure of the longer work week, as well as for other reasons, there is a disposition on the part of a comparatively few employees to use sick leave without due regard to the circumstances wherein the employee actually is entitled to secure it.

Following the conferences to which reference has been made, this Office is now proceeding to interview personally all employees whose records indicate that they may have been asking improperly for sick leave. In these interviews the meaning of the present sick leave regulations are carefully interpreted and an effort is made to secure a more satisfactory understanding with the employee regarding his future conduct. It is planned to interview again, after 60 days, as many as possible of these same individuals in order to find out whether they have by that time shown improvement in this matter. As a further step in the same direction, visiting nurses are being requested to make prompt investigation of cases where there is reason to suspect the accuracy of statements of alleged conditions regarding sick leave.

In taking these steps the Public Printer has no desire to penalize the individual who can show that he is incapacitated by illness or accident for the performance of his work, and to whom sick leave, as a matter of law and simple justice, should be granted. Rather, this action is intended to discourage more or less habitual offenders, who request sick leave when they should actually be on the job and especially when the wholehearted efforts of all employees are necessary in fulfilling the wartime mission of this Office.

RED CROSS PRODUCTION REPORT

The records of the Government Printing Office Red Cross Sewing Unit for the three months, April, May, and June 1943, indicate the splendid voluntary work being done by this group in furtherance of the war effort. Following are two summaries relating to this production effort.

Red Cross Report for April, May and June, 1943

	Number	Hours
Workers		
Knitting	243	838
Sewing	258	190
Clerical	26	31
Total	527	1,059
Garments completed		
Knitted	60	
Sewed	90	
Total	150	
Garments under construction		
Knitted	234	
Sewed	228	
Total	462	

Report on Surgical Dressings for April, May and June, 1943

Average number of women working per month	76
Number of hours worked	994
Bandages made	19,425
Total number of bandages made to date	66,599

SAVING GAS AND RUBBER

Another instance of volunteer cooperation with the war effort is the launching of a new "share-your-car" drive. The plan, which is being worked out under the direction of the Liaison Officer, is simple and effective and has already been extended to the majority of employees of this Office.

A large bulletin board has been set up in the entrance to the cafeteria, divided according to the various sections of the city and nearby districts. Provision also has been made for the distribution among the divisions of the Office of information forms. Employees driving cars to work may set down upon these certain pertinent facts, such as their names, addresses, telephone numbers, and working hours. Similar forms are filled out by those wishing rides. Then the forms, properly filled out, are attached to the board according to section or district, thus enabling both the drivers of the car and employees wishing rides to get in touch with each other. After that, informal negotiations can go forward until suitable arrangements are made.

There has been a large response and to date the plan is working out very well. Already 500 new "arrangements" have been made for rides, and, as a result, 131 more automobiles have been removed from the streets.

AUG. 1943

SEPT. 1943

OCT. 1943

NOV. 1943

DEC. 1943

AUG 1943

AN INFORMAL REPORT

of

THE PUBLIC PRINTER

*
* *

AUGUST 1, 1943

AUG 1943

INDEX

	Page
MAKE-UP OF TYPE PAGES INTO EVEN SIGNATURES . .	1
STANDARD FEDERAL FORMS	2
PROBLEM OF FINDING WAREHOUSE SPACE	3
SPECIAL RUSH JOB	4
UNREASONABLE REQUISITIONS	5
RESULTS OF THE WAGE NEGOTIATIONS	6
INCREASED PRODUCTION DUE TO MACHINE CHANGES .	7
PERSONNEL PROBLEM.	8
IN-SERVICE TRAINING ACTIVITIES	9
Guard Instruction	9
Air-Raid Defense Training	10
Employee Induction Training	11
Job Instructor Training	11

AUG. 1943

MAKE-UP OF TYPE PAGES INTO EVEN SIGNATURES

The subject of the make-up of type pages into even signatures is not new in the Government Printing Office, and it is especially pertinent today in view of the very heavy wartime load which is being carried throughout the plant. To state what percentage of added load the Office may be carrying in extra signatures would be completely conjectural, but there is no doubt that loose composition and make-up is largely responsible for the situation as it does exist.

The Planning Division has been very active in this matter, and recommendations which have been made and changes which have been effected have resulted in several instances of savings amounting to one-half of printing costs, delivery time and mailing or shipping charges.

Several recent jobs for the War Department are excellent examples of savings accomplished through this procedure. On 3 separate jobs totaling 7,841,207 copies where a small amount of type was carried over on a fifth page, the Division of Plant Planning ordered the jobs drawn back into 4 pages and saved an added load which would have been 100 percent.

These jobs for the War Department undoubtedly were for transportation to the far corners of the world; thus the 100 percent load for the Office would have been added also to the overburdened transportation facilities of the Army.

In most of the War Department work where the runs are large, the composition is the smallest part of the production costs. By tightening up composition and make-up, very substantial savings can often be effected. It is certainly of paramount importance also to reduce the load of a transporting airplane engaged in flying this material to the war fronts of the world.

AUG 1943

Another job where tightening up of composition and make-up resulted very favorably is a Navy order which made up to 108 pages. This job was drawn back to 96 pages by making a center spread of the illustrations and producing same on the offset press, with the printing text being run on the web presses. The cost of re-make-up and resetting to take up one-word ending paragraphs amounted to $150, but the entire procedure resulted in an estimated saving of $1,000 on the job.

We are engaged at the moment on a job that was made up originally to run 70 pages and thus necessitate the use of the flatbed press. This job has been drawn back to 64 pages and can be completed on the web press at a re-make-up cost of $35, thus effecting an ultimate saving of $1,590.65. The Department, on learning of our plans to reduce the number of pages from 70 to 64, cooperated to the extent that it was suggested the job be tied in bundles at the press and delivered untrimmed at a further saving and consequently taking the load of trimming and packing in cartons from the Bindery.

We have found the various departments extremely willing to cooperate with us in tightening up composition and make-up. This is quite understandable in light of the savings effected in the jobs cited above.

STANDARD FEDERAL FORMS

The Quartermaster's Corps recently phoned the Government Printing Office, stating that they had in their warehouse at Cameron, Va., some 90,000,000 standard forms for which they had no use. The hope was expressed that we could take this useless stock off their hands immediately, inasmuch as the space required for storage was needed for other purposes.

The stock included a number of different forms in use by all Federal departments, and, consequently, this office was glad to acquire them. They can be put to good use, although we are hard put to find storage space for the 22 carloads involved. It is interesting to note that these 90,000,000 forms were originally purchased from the Government Printing Office on an extremely rush basis and that we were pressed by the Department for delivery. These forms, for which the Quarter-

AUG 1943

master's Corps now has no use, involved a great deal of paper and were produced in competition with other highly important war printing. Paper, labor, and all other materials used in production of other "hot schedule" jobs were all affected by scheduling these standard forms.

PROBLEM OF FINDING WAREHOUSE SPACE

Establishment of warehouses in Chicago, New York, San Francisco, Dallas, and Atlanta has greatly facilitated procurement of work from commercial sources as well as distribution to various offices of the ordering agencies. It has been an invaluable aid in the production of War and Navy Department work, but the volume of orders placed in Chicago and New York has already expanded beyond the facilities of space originally secured in those cities. Because so much of our printing has been for the War Department, coupled with the fact that the Department itself makes direct use of so many warehousing facilities, and also because War Department needs carry more weight than ours, we have asked Army help in securing such facilities.

I regret that so far promised aid has been worth little to us. A few properties have been cited to us by the Department, but all have proved to be unsatisfactory from one standpoint or another. Buildings have been recommended to us which, on investigation, have proven to be United States Post Offices or even War Department warehouses, occupied by the Army and with no space available.

We have found suitable space in Chicago through our own efforts but have so far met with no success in New York. In some instances where we went out on our own to locate space, we found that the Army had beaten us to it. I expect to put increased pressure on the War Department to help us find what we need.

In our relations with the departments, I often turn up some anomalous conditions. Even while the Navy Department publications office pressures us to wrap their printing in Kraft paper, which is unavailable to us and our contractors even with WPB aid, another Navy bureau finds

AUG 1943

itself with 11 million sheets of wrapping paper in excess of 6-month requirements. We could and would take it off their hands if we could get warehouse space for it.

The Navy Department also has stored in Norfolk some 200 carloads of mimeograph stock cut to 8" x 10½" which they bought in competition with us. They find it exceeds Navy Department needs and have offered it to us. If warehouse space in New York were available, we could probably use some of it. As it is, we can only refer Navy bureaus who pressure us for delivery of unavailable 8" x 10½" mimeograph stock to their own Department.

A few days ago I had to deny the request of the Navy publications office for permission to let the Department purchase direct any special paper stock needed for its printing. I know that Navy can buy one or two lots faster than we can because of the great power behind Navy purchasing as compared to ours, but I can see no profit in permitting the Department to compete with itself on orders already placed by us.

SPECIAL RUSH JOB

A requisition was received on July 22 from the Department of Agriculture, calling for 550,434 copies of a 4-page pamphlet, page size 8 3/8" x 11 1/8". The delivery date demanded by the Department was August 16. The title, "Canning Tomatoes," together with the subject matter, clearly indicated that delivery could not be delayed long if the pamphlet was to be of value.

Telephone bids were asked and received from 4 firms. However, these bids may well have been actuated by the fact that the Office, in obtaining these bids, set an arbitrary date of August 21.

Type was set and preliminary O. K.'s of proof received on August 6. Indications are that this extremely rush date will be fulfilled.

AUG 1945

UNREASONABLE REQUISITIONS

A number of requisitions have come to us from the Navy Department with department notice to us that only one firm is qualified to produce it or with limitations on production that restrict production to a particular house.

Let me cite an instance. On July 16 we received a Navy requisition dated July 1 for 35,000 copies of Pre-Flight Mathematics. Proof of 200 7 x 9 type pages was asked on July 24, giving us 8 days for the unusually intricate composition. Copy was received with no sizes indicated for illustration, and at least 3 weeks would have been required for preparation of the copy before composition could begin.

But the conditions for production as presented by the Department made it impossible for us to go ahead with the work. The book was authored by a Naval officer formerly in the employ of a Philadelphia publisher and the material allegedly borrowed from a text prepared originally by the officer and an official of the publishing company. The company was willing to grant publishing rights to the Navy only if the printing were done either in the Government Printing Office or in the plant of the publisher. This condition stopped us from putting it to bona fide bid with representative printers.

Inspection of the copy showed that only a small percentage of the text was borrowed from the original sample submitted, although the department said the publisher had 50 percent of the printing plates on hand. How could I proceed on such a basis? If we had gone ahead with copy preparation, composition, and bidding, we might find all our work wasted should the publisher claiming the rights fail to be the successful bidder. Yet commercial procurement was clearly indicated.

On the ground that the conditions of the job as submitted presented too many obstacles to logical production, I gave the agency a waiver for direct procurement, with recommendations that I believed to be in line with the interest of the Government.

These recommendations bore some fruit. Subsequent discussion with the Department has shown that our findings on the limited right of the publisher were correct, and when it was properly put to him, he stepped down his claims to a request for a credit-line. It is believed he will eventually relinquish all rights, and we can properly go ahead with the work if it is returned to us by Navy. If Navy goes ahead in accordance with our recommendations for the procurement on the waiver granted by us, Government interests will be fully protected.

- - - -

Orders are frequently received which stipulate delivery dates verging on the impossible in the light of labor shortage. Acceptance of such contracts has become a decidedly risky action if such dates are to be met and conditions of the order properly fulfilled.

A recent example of such an order is one placed by the War Department which called for delivery on a date that was deemed impossible to meet by the Planning Division. As a result, bids were asked from commercial printers. Requests for bids submitted to 8 establishments in the New York City area were entirely fruitless. (Three acceptances out of 8 requests would be normal response.) An additional list of 8 printers in the Chicago area has been prepared and will be requested to bid on this job. However, it is feared that this request also may be passed over by the industry as being an undesirable contract.

RESULTS OF THE WAGE NEGOTIATIONS

On July 22 I called together superintendents and foremen of the Office to meet with a few key officials and consider what effects, if any, were resulting from the verdict of the Joint Committee on Printing relative to the appeal of our craft employees for wage increases.

It was very gratifying to learn that your decision to all appearances has been accepted by our people with exceptionally good grace. There is no grumbling or

disposition to reduce production. In fact, there is very little comment of any kind. It is possible, of course, that labor interests outside the Office may again stir up the matter, but our employees appear reconciled, and they know that they have had a hearing in the court of last resort.

Despite the allegedly inequitable conditions that exist in the Office, craftsmen who are here on temporary war appointments are hopeful, in most cases, that the War Manpower Commission will freeze them in the Government Printing Office rather than in the local commercial houses where, by union legislation, they hold priority of employment.

I believe the decision of your Committee will have a settling effect on the whole Office, since granting of the increase would naturally have created a demand for commensurate annual-salary increases for planners, designers, computers, and other employees who have been drawn from the crafts and whose wages are slightly above base pay of the craftsmen. These people, too, usually are members of the crafts unions. They, like their fellow union members in the production departments, have accepted your decision without adverse comment.

INCREASED PRODUCTION DUE TO MACHINE CHANGES

Slight changes and minor additions to our present machine equipment have contributed greatly to the lessening of our production problem.

The demand for routine material used by the Army has been greatly increased to meet the steadily mounting requirements necessary for proper training. Production time on such jobs is always brief, and the ordinary methods employed in peace time have proven inadequate.

Office employees have shown much ingenuity in devising slight changes in equipment that eliminate some manual function practiced heretofore. One very satisfactory

procedure developed is the running of books two-up from one set of plates. Through a comparatively simple process, the press sheets are gathered and folded in such manner that two complete books are produced with the same number of operations formerly required for one book. The procedure has proven entirely satisfactory for a considerable portion of several types of booklets. This "short cut" has done much to expedite certain types of work.

PERSONNEL PROBLEM

The Government Printing Office, like many other governmental agencies and private enterprise, is faced with the problem of replacing those employees that are continually being lost to it through acceptance by the military branches of the war effort. This situation has failed to show any improvement, and it can be expected that no degree of relief will manifest itself for some time.

Foremen throughout the Office regularly report the loss of employees, and in almost all such cases, it is impossible to obtain replacements.

The labor shortage that prevails today and which daily becomes more acute has made it not only advisable, but in many instances necessary, that much thought be given to labor-saving devices. It affords me considerable satisfaction to state that employees of the Office are decidedly "on their toes" in this respect and that several instances of successful short cuts have been reported.

Lengthening the workweek to 48 hours has helped materially in the solution of our labor problem, but the fact remains that the current lack of labor is still of vital importance in production.

Clerical help is almost impossible to obtain, and the seriousness of the situation continues to mount steadily. Among the crafts, employee turn-over has

dropped to a point where separations are directly traceable to the Armed Services, but among laborers, the turn-over remains heavy.

However, the personnel situation throughout the Office at present is better than has been the case for some time.

IN-SERVICE TRAINING ACTIVITIES

The Office has conducted for some time a series of in-service training programs especially designed to improve the qualifications and performance of its employees. These programs have been popular, and the results obtained have justified their continuance.

Guard Instruction

This program was mapped from the guard force regulations booklet in current usage and included discussions on the book in general, with stress being placed on responsibilities, general orders, special orders, air-raid problems, sabotage, etc. In addition to the rules and regulations, all guards were supplied with floor plans of the four buildings for the purpose of familiarizing them with fire and call-box, valve, and fire-equipment locations. In conjunction with this instruction, fire-fighting demonstrations were held for all three shifts. Following this phase of training, a complete course in Red Cross first aid was conducted by a specially trained instructor. All guards, irrespective of previous first-aid instruction, were required to attend these sessions.

The course comprised (1) refresher meetings on guard regulations; (2) functions and responsibilities of various posts; and (3) guard methods and techniques.

Part 1--refresher meetings on guard regulations--needs no clarification, and it is hoped that the new book comprising guard rules and regulations will soon be available for distribution.

Part 2---functions and responsibilities of various posts--consisted of a number of sub-headings which were the basis of the instruction:

(a) Job Breakdowns consisted of tours of inspection and post assignments. Under tours of inspection, box calls to be made were arranged in the order in which they would normally occur on any given tour of inspection. Under each box was a list of items to be inspected by the guard in that particular area. In connection with guard assignments, the duties of the guards, covering the same assignment for all three shifts, were combined. Each post of the Office was covered in these duty assignments, and each duty assignment sheet included a schedule, directions for preparation and care of the post, and salient elements involved.

(b) Guard Reports: Members were instructed in the matter of report writing and were supplied with copies of instruction sheets containing sample reports and brief resumes of the essential features of such reports. Each guard submitted a set of hypothetical reports.

(c) Fire-fighting and Defense Responsibilities: Conferences were held and fire-fighting and defense responsibilities were clarified.

Part 3--guard methods and techniques--consisted mainly of instruction on dealing with three types of persons--officials, employees, and outsiders.

A total of 280 individual sessions were held from January 11 to June 18, 1943.

Air-Raid Defense Training

A total of 1,483 workers received training in Office air-raid defense regulations and specific training in the regulations pertaining to their individual groups. Training in first-aid, fire-fighting, black-out,

and messenger work was given to all air-raid defense workers in the Office. All features of this program were based upon the Government Printing Office Air-Raid Defense Manual. The combined features and functions of the defense set-up were described in detail as a means of clarifying the purpose of the program. Each individual group was given specific data regarding its particular functions. For example, the fire-fighting group received supplemental instruction in combustion, incendiary bombs, and building inspection. In order that the squad wardens might have a thorough knowledge of all phases of the program, instructions in the duties and responsibilities of their subordinates was also included.

Employee Induction Training

This training was devised to eliminate as far as possible routine Office violations and to acquaint new employees with civil-service and Office regulations. Classes were held regularly for all shifts as they became necessary. A brief history of the Office, together with its purposes and functions, was presented, and the various services to employees, such as the Cafeteria, Credit Union, Hospital Section, and Group Hospitalization, were discussed. The air-raid defense organization, leave and package regulations, absences, debts, efficiency ratings, and other personnel problems were given thorough coverage. On several occasions, superintendents and foremen requested that old employees be permitted to attend sessions in an effort to improve their general efficiency.

Job Instructor Training

This form of training had its inception in the Office in November 1942. The first class was restricted to a maximum enrollment of 10 members and covered a period of 2 weeks--20 hours of training time. The initial 10 hours were devoted to actual instruction and demonstration, while the remaining 10 hours were

devoted to additional demonstrations and job breakdowns. Recently, however, classes were limited to 10 hours. From the beginning, division heads throughout the Office have supported this training program, and the Division of Accounts, Office of the Chief Clerk (Guard, Guide, and Sanitary Sections), Documents Division, Personnel Division, Planning Division, Division of Purchases (Stores Section), and the Division of Tests and Technical Control are represented in the number of persons having completed the course.


SEPT. 1943
OCT. 1943
NOV. 1943
DEC. 1943



A N I N F O R M A L R E P O R T

of

THE PUBLIC PRINTER

*
* *

SEPTEMBER 1, 1943

INDEX

	Page
REORGANIZATION OF PRODUCTION PLANNING	1
WAREHOUSES PROVE MARKED SUCCESS	3
PROCUREMENT OF PAPER	4
SCRAP PAPER CONTRACT	10
NEW GOVERNMENT STATIONERY STANDARDS	11
IMPORTANCE OF DEPARTMENTAL PLANNING	12
UNETHICAL BIDDING HINDERS PRODUCTION	13
NEW METHOD OF INDEXING	13
IMPROVEMENT IN SKIDS	14
OUTSTANDING REQUISITIONS	14
Third War Loan	15
Income Tax Forms	15
SELECTIVE SERVICE IN WARTIME	16
EMPLOYEES' COOPERATION IN WAR EFFORT	17
SHARE-YOUR-CAR CAMPAIGN	18
RED CROSS ACTIVITIES	19
BLACK-OUT	19

REORGANIZATION OF PRODUCTION PLANNING

A recent report made brief mention of the reorganization of the Planning Division. It is still very early to report on the success of the new set-up, but it is entirely safe to state that the new plan is accomplishing all that was hoped for it.

The organization of Planning Service, Plant Planning, Commercial Planning, and Typography and Design, with a definite separation of duties and responsibilities and with directors accountable to and under the supervision of the Production Planning Assistant, has already shown the possibilities of improved and more orderly conditions. It is believed that we will be able to give the War and Navy Departments, whose demands for service revealed the need for the new set-up, service that is more in keeping with their requirements.

The Planning Divisions fully appreciate the fact that requirements of the Army and Navy are urgent and should be met at the earliest possible date. It has become painfully apparent, however, that their jobs can only be produced on a coordinated plan and that coordination should begin in the ordering agency. Such coordination has been almost wholly lacking, and the cooperation of these departments has been far from good. They compete with us for purchase of paper which they build into unneeded surpluses. They raid our sources of supply for materials of all kinds and, at the same time, pressure us for printing which requires these materials. Occasionally, when granted waivers, these departments exercise their great weight and influence in purchasing printing quickly and usually without regard to cost and then expect like service on the thousands of requisitions submitted to us.

The reorganization has increased the personnel of the Planning Division. The assumption of functions previously performed by the Purchasing Division naturally transferred a number of the employees involved in that work. A more complete system of planning, reviewing,

scheduling, and estimating requires additional personnel. Progress control, tracing of delinquent work, and the keeping of more complete records, both in the plant and for commercially purchased jobs, were needed to meet department requirements.

The Planning Divisions have drawn on the Production Divisions in the past for personnel, but such raiding of the production ranks had reached a point where it was becoming a hardship on the other divisions of the Office. Consequently, it was recommended that wherever possible, estimators, jacket-preparers, and technical assistants be recruited from outside the plant. This procedure has a further advantage in that adjustments after the war can be made more easily if appointments are for the duration only.

The Armed Services continue to draw our personnel from us, and recently it became necessary to seek deferment from Selective Service for a few of our key men. These deferments were granted for a period of 6 months, and understudies for them have been appointed.

The need of managers and technical assistants for the several warehouses throughout the country has cut into our personnel, but such transfers are not without compensation in light of the resulting work reduction of the Office.

The proportion of women employees throughout the Division has greatly increased. Much of the control work is now being creditably performed by women clerks. A former apprentice is now serving as an estimator--the first woman estimator in the history of the Division. A woman also is engaged as a technical assistant. Both jobs are being filled in a manner that is entirely acceptable.

There is a strong possibility that overtime work in excess of the presently established 48-hour week will be required in some divisions--particularly Commercial Planning--unless the pending civil-service examinations for estimator jacket-preparer provide a considerable number of well-qualified candidates. Even so, there will be an extended period of training before such new employees can be of maximum value to us.

WAREHOUSES PROVE MARKED SUCCESS

The establishment of warehouses at several key points was made necessary to cope with the changing conditions brought on by the war. The tremendous increases in the various departments' printing requirements, together with the limited facilities of the Office, made it imperative that much of the work be done through commercial purchases.

Prior to this period, practically all work was delivered from the GPO plant directly to the Washington headquarters of the ordering agency. When widespread commercial procurement was undertaken, the fallacy of sending paper from Washington to New York or Chicago to be printed and then returned to Washington when its ultimate destination was in the field, or possibly overseas, soon became apparent.

A circular letter was sent to all departments, requesting them to send us distribution sheets in order that the commercial printer in the field could ship directly to the destination points. This procedure was obviously so logical that it ultimately would have been forced upon us either by the Office of Defense Transportation or by sheer impossibility of securing adequate transportation facilities.

Warehouses were established first in New York and Chicago, inasmuch as they are recognized as the country's greatest printing centers. The need for others was soon realized, and I authorized the establishment of additional warehouses at San Francisco, Dallas, and Atlanta. All have justified themselves already. In Chicago, where the decentralization program was inaugurated, the warehouse has proved an invaluable adjunct to the Office, while in New York the expanding volume being sent there to meet the demand is beginning to overflow the capacity of the plant, and it appears that additional space will be needed.

These warehouse projects are new and the personnel is inexperienced, with the result that maximum efficiency is still in the offing but very definitely on the way.

PROCUREMENT OF PAPER

Difficulties arose in our procurement of paper as long ago as the early days of the defense program preceding Pearl Harbor. We had several discussions with officials of OPM at that time, requesting that this Office be given greater consideration and more assistance in our paper procurement problems. We received little, if any, satisfaction; and, as a matter of fact, the overemphasis of assistance to the Army and Navy given by OPM resulted in delays in our programs.

Early in October 1941, I outlined to Mr. Nelson the difficulties we were experiencing and recommended that a conference be called by OPM of the largest users of paper in the defense program, including the War and Navy Departments and the Government Printing Office, to discuss the paper situation with a view of consolidating procurement of all paper in the GPO. Nothing was done with respect to this recommendation or to the promise of an early consideration of our problem regarding paper.

On December 2, 1941, the Pulp and Paper Branch of WPB ruled that our request for priorities or preferential treatment in the procurement of paper was nothing more than an application similar to that made by various other agencies and did not rate any special attention.

The Chairman of your Committee wrote to Mr. Nelson on December 12, 1941, outlining the whole case and pointing out that such action was interfering with the proper operation of the Government through lack of printed material. This letter recommended that positive action be taken immediately to grant priority or preferential status to the Government Printing Office in the procurement of paper or advise the Joint Committee in writing for the reason for not doing so. Nothing was done regarding a priority or the requested preferential status.

In August 1942, I protested against the proposed establishment of a subcommittee in the WPB Paper Products Division which would, in effect, make this subcommittee the czar of the paper industry as a whole. My objections

were based upon the fact that the proposed functions of this subcommittee were a complete duplication of the functions of the GPO, were contrary to the laws regulating the Government's use and procurement of paper, and would prevent the Government Printing Office from securing necessary paper supplies as required. We recommended, instead, the consolidation of all of the present independent paper procurement groups in the Government into a small committee, consisting of the War and Navy Departments and the Government Printing Office, with the Public Printer as Chairman, and that this committee coordinate the needs of the Government as a whole through the offices of the War Production Board.

The paper shortage, which is continually becoming more and more acute, first assumed near-panic proportions in the summer of 1942. The acquisition of sufficient paper for printing purposes was recognized as a major problem. Then, along with the start of the fiscal year, came the reaction. Prices receded from the highs previously established, and the Office appeared able to obtain all the bidders necessary. However, this period was short-lived. Soon conditions tightened up again, and the War Production Board came into the picture by placing limitations and restrictions on manufacture.

The Office cooperated fully with the WPB in the establishment of suitable sizes, grades, and weights. We made all possible efforts to economize with salvage and conservation being strictly observed. A special effort, with highly satisfactory results, was made to use up all odd lots accumulated in the plant, and today our storerooms are practically empty of such material.

We are encountering great difficulties at the moment in our endeavor to procure paper for our immediate demands. Requests for bids which we have submitted to mills have been turned down time after time, and our procurement of paper has been delayed or prevented by the fact that orders of the War and Navy Departments, and those placed by WPB carrying priorities, have been given precedence in the mills of our regular suppliers. It has been impossible for us to build up an inventory of paper ahead of our needs, because the deliveries have been so irregular and slow that we could never get ahead of our current requirements. Many essential

programs of the War and Navy Departments and of other Government agencies engaged in work equally as important as the over-all war effort have been seriously delayed due to the fact that we could not get the necessary paper. This situation is due in a large measure to the attitude and policies of the Paper and Pulp Division of the War Production Board, which has repeatedly given preference to inventory orders placed by the military services and commercial organizations. We have obtained assistance only when we have presented specific problems. These requests frequently have resulted in arguments, and sometimes serious delays, even though the procurement of paper was not the responsibility of the Office.

We have recently been in serious need of paper in connection with the Third War Loan Drive of the Treasury Department. We contacted the Pulp and Paper Division of WPB and encountered a reluctance to assist us in meeting this demand. The opinion was expressed that there was no reason why we could not function under the existing regulations and policies and further stated that this Office should use up some of the tremendous stock of paper it has in storage all over the country. This is a clear indication of the lack of knowledge of the operations of the GPO. At this time, our inventory is practically negligible in comparison to our need. It is true that we probably have 20 to 30 million pounds of paper on hand and in transit, but we actually have in process work requiring nearly this full amount. No better illustration can be given than is offered by a review of our daily paper inventory which shows numerous CR balances of stock. Each CR balance is proof that work is on hand requiring paper in excess of the quantity available.

Unless immediate relief comes to us--relief which must continue for the duration of the war--the Government Printing Office will fail in many of the printing requirements of the Government. However, the responsibility for such failures should rest elsewhere.

A meeting of representatives of the War Production Board and the Government Printing Office was held very recently for the express purpose of alleviating the paper situation. I was very much surprised to hear it stated

that the reason why the Office had not received more consideration from the War Production Board was lack of cooperation on the part of the GPO in comparison to other Federal agencies. At no time had I received any intimation from WPB of a lack of cooperation on our part. I pointed out that the Government Printing Office strived unreservedly to give the best possible service to all agencies and that in the great majority of cases where we had not met the most exacting demands, the reason for our failure was due to our inability to procure the paper for the work.

Mr. Nelson was quick to state that he had no criticisms whatsoever of the service the Office was rendering because he knew we were doing an extraordinary job. He praised particularly the overnight service we gave on printing WPB directives and added that he referred to our failure to cooperate with their paper men who tried to obtain paper for the GPO in emergency cases.

I cited the many letters written by the GPO to the WPB without answer or result and the frequent conferences held with various officials for the purpose of relieving the situation that had been entirely fruitless.

Mr. Nelson stressed the particularly difficult conditions facing the paper industry by citing the manpower shortage, pulp shortage, etc., and indicated that if the Government encroached further on the civilian supply, it would be subject to further criticisms from industry and would cause increasing demands for special exceptions from other sources.

I recommended that such action as might be deemed necessary be taken to supply the Government with the paper required to carry on the war effort to a successful conclusion. I also drew attention to the fact I have no authority to say how much or how little paper shall be used on a job certified to me as being essential by the heads of the ordering agencies and added that, under the present policies of the War Production Board and the Army and Navy Departments, the Government Printing Office was being unjustly criticized for delays in deliveries of printed work. These delays have been attributable to the

fact that the WPB or the Army or Navy had taken the paper that was being made for the delayed job and had directed it to other purposes, making it impossible for the GPO to deliver its job on time. In many instances, the delayed job was more important to the agency that blocked the Office than the job for which it was side tracked. And yet, I have been requested by the Army and Navy Departments to take paper and forms off their hands and, in so doing, relieve the pressure on their overstocked paper warehouses.

We have received many letters from paper mills, stating that they would not, or could not accept GPO orders because they were already overloaded with orders from other Government agencies, particularly the Army and Navy, and commercial users with high priority ratings.

Requisitions for many urgently needed jobs are being held in the Office because we cannot obtain the paper on which to print them. We recently compiled a list of the various types of paper needed to fill urgent requisitions. This list totaled 10,000,000 lbs. and represented items on which we had advertised for bids and had received acceptance of only 500,000 lbs. Within the past month, we consulted the War Production Board concerning the purchase of this much needed paper and were advised to leave the list in order that the WPB might arrange with mills to accept orders for the paper listed thereon. Not a pound of paper had been procured 2 weeks later and, of course, additional orders of the same class have been received since the list was prepared.

We were advised that a new WPB directive about to be issued will give the GPO the same rating as the War and Navy Departments.

I suggested that the proposed directive contain a provision to the effect that no GPO order would be side tracked for any other order without discussion with and approval of the Government Printing Office. Both Mr. Nelson and Mr. Boeschenstein approved this suggestion and promised to include it in the directive.

The following suggestions were submitted for consideration by the WPB:

1. That the Government Printing Office be given a rating or consideration at least equal to that of the War and Navy Departments.

2. That where sudden programs require our immediate procurement of enormous quantities of paper, which procurement may exceed the current pulp allotment of the mills capable of producing the paper, additional pulp--possibly part advanced allotment and part extra quota allotment--be allowed so as to encourage mills to give immediate attention to GPO orders.

3. That the War Production Board assist this Office in developing an inventory of paper equal to 45 to 60 days' requirements over and above work in progress.

4. That a careful and complete review be made of the inventories of paper stocks now held by the military and other Government branches with the view in mind of consolidating and reducing these inventories so as to relieve the present strain on the mills.

5. That no paper order--military, governmental, or commercial--will be injected into a mill schedule in advance of a GPO commitment without discussion and approval by GPO.

6. That a committee be set up consisting of one representative each of War, Navy, and GPO and two representatives of WPB; this committee to determine the needs, uses, specifications, procurement policies, etc., concerning the paper needed by the Federal Government.

7. That complete consideration be given to all policies, regulations, and procedures concerning Government paper with the view in mind of fostering a more competitive market for the supply of such paper. The present regulations curtailing pulp, permitting nonessential paper uses, and lack of classification of labor used in pulp and paper manufacturing have made it unnecessary that loss of business through competition be considered by the mills.

This has resulted in higher prices for paper regardless of the fact that Government requirements have increased continuously.

SCRAP PAPER CONTRACT

The extreme seriousness of the paper situation made it advisable recently for the Office to take steps regarding the disposal of its waste paper.

A recent report related the arrangements whereby a nationally recognized firm of experts in the field of scrap paper disposal offered to survey our problem and make its recommendations regarding it. The findings were of such definitely constructive value that I determined to negotiate a new contract which would enable us to follow out the spirit of the recommendations of our consultants.

Upon the expiration of the previous contract, an arrangement covering Unsorted Waste Paper was made with The Waste Paper Co. This contract extended 1 month, from July 1 to July 31, 1943.

Six firms competed in the bidding for the new contract on July 19, 1943. Five of the bids were submitted in the customary sealed envelopes, while the successful bid was tendered by hand, unsealed, a short period later. This bid was officially announced as the successful one.

The Waste Paper Co. immediately filed an objection to the award, claiming undue advantages on the grounds that the successful bidder had the knowledge of how many bids had been submitted and by whom.

I advised the objector on July 21 that the successful bid would stand as being in the best interest of the United States Government and that there was no evidence of undue advantage over the competing bidders.

The present contract covers the period from August 1, 1943, to June 30, 1944, and is held by the Thomas Paper Stock Co.

NEW GOVERNMENT STATIONERY STANDARDS

Standards have been set for the use of letterheads, manifold (second) sheets, office memorandum forms, and envelopes and will apply to requisitions issued by all Government agencies, with the exception of the President and members of his Cabinet and the War and Navy Departments. These standards were established under the authority of section 2(b) of Executive Order 9235, dated August 31, 1942.

Highlighting the new standards is the restriction placed on the inclusion of names of officers or officials in the printed matter except as specifically provided in Law and Regulations Governing Printing and Binding. Such designations may be made only when approved by the head of the agency. Another important feature is the reduction in the weight substance of paper for letterheads which is dropped from the 40-lb. basis stipulated in the past to the present 32-lb. requirement. The forms approved for office memorandum use will be standard throughout the Government, with the printed heading "United States Government" serving to identify all forms. Each size of office memorandum will hereafter be considered a stock item by the Office, from which stock immediate delivery may be made of all reasonable amounts.

Many suggestions have been offered for saving paper. Some of the more practical ones are using the back of the letter being answered for the carbon copy of the reply, answering at the bottom of incoming letter where reply is brief and no permanent record is necessary, and the reuse of incoming envelopes for inter-office correspondence. These economies in paper consumption are not untried inasmuch as they have long been practiced in industry.

The Director of the Budget has estimated that strict adherence to the new standards, together with observance of the suggested paper-saving methods, will result in the saving of nine and a half million pounds of paper and two million dollars annually.

IMPORTANCE OF DEPARTMENTAL PLANNING

The printing requirements of departments should be planned more carefully and understandingly than has been the general practice. Copy is often haphazardly prepared and the result is numerous corrections and deletions. In some instances, such defections are not detected until a considerable portion of a job has been run, with the result that delivery is delayed and the cost increased.

An excellent illustration of incompetent and careless planning surrounds an OPA job of some time ago. Copy for a 56-page booklet was received at the Office; and because of the very rush nature of the order, together with the strong appeal for a partial delivery in advance of letting the contract, we consented to run 50,000 copies on the Office presses. This was done immediately on receipt of approved proof, but within a day requests for alterations were so heavy that it was decided to scrap the complete advance run and reset the booklet. Reasonable care in planning and preparing copy on this job would have been both a time and money saver.

Ration printing has presented many problems that could have been considerably lessened by more careful departmental planning. At the beginning of the ration program, there existed a definite lack of coordination and understanding between the Office of Price Administration and this Office. Programs were set up without regard to the time required for printing. Deadlines were arbitrarily fixed, and a steady pressure was placed on us for deliveries that could not be made and which, in many cases, were subsequently found to be earlier than needed. There is no evidence available indicating that the Office has delayed inauguration of OPA programs, but instead, we have usually made deliveries before the agency was ready to distribute or utilize the printing. This service has been recognized by the Office of Price Administration, and our relations have greatly improved.

UNETHICAL BIDDING HINDERS PRODUCTION

The regular procedure practiced by the Government Printing Office in the awarding of contracts to commercial printers has long been deemed fair and equitable.

Specifications for jobs to be let are made available for examination at the Office by all bidders, and the date for the opening of bids is formally announced. The same information is extended to all prospective bidders and impartiality governs the entire procedure.

However, occasions have come to light where it was clearly indicated that a firm had secured advance information regarding various features of a job with the consequence that all competitors in bidding were at a decided disadvantage. It is not infrequently that commercial printers learn of the needs of the different departments before any intimation of such a job reaches the Office. Details concerning a job may be "wormed out" of a department representative without his knowledge of what is transpiring, with the result that plans and equipment are arranged to meet the needed requirements. Contractors are prone to resort to such contact with the various departments inasmuch as they have learned through experience that information of this nature is unobtainable through the Office. Efforts to glean information in this manner are violations of fair trade practice but, nevertheless, are not uncommon.

Evidences of such conniving are apparent in the bidding and can cause delay in production through the necessity of obtaining additional bids in furtherance of the policy of the Office. There is no need for discussion between a department and a commercial house except in cases where a waiver has been granted by the Office and complete adherence to such a policy is most desirable from every angle.

NEW METHOD OF INDEXING

The manufacture and insertion of index tabs has long been a manual process. The Bindery has recently developed a procedure by which these items may be manufactured and

inserted by machine with a resultant saving of 44 percent in manufacturing costs and 48 percent in man hours.

Heretofore, in the manufacture of index tabs, the type matter was printed on cloth, several up, and then cut into strips bearing rows of tabs. These strips were cut into individual tabs on a punch press and the tabs then inserted in their proper places.

Now, the casemaking machines in the Book Section of the Bindery place the cloth on the edges of the sheets which are then indexed, stamped, and gathered with the job. The minor mechanical changes required were accomplished by the Machine Shop of the Office with a minimum of effort being expended.

The operation of placing tabs by hand required 14.92 hours per thousand as compared to the present machine method requiring but 1.67 hours per thousand. A saving of 13.25 hours per thousand is the result of this new method.

IMPROVEMENT IN SKIDS

We have frequently experienced considerable difficulty with skids as they are received from paper mills. They often vary in height and are not rugged enough for our purposes. In cases where it was impossible to adjust a power or hand truck under a skid, it was necessary to build it up. This caused considerable trouble and resulted in wasted time.

The skids now being received are practically all of standard height and better construction, with the result that after the stock is removed by the cutter, it is available for use immediately in the handling of work that is ready for delivery.

OUTSTANDING REQUISITIONS

The Office long has been accustomed to fulfilling requisitions of unusual proportions from almost every conceivable standpoint, but it is difficult to recall any that

have presented greater problems than those experienced with the Treasury Department's requisitions for the Third War Loan and new Income Tax Forms.

The vastness of both these jobs, coupled with the necessary delivery requirements, created a situation in the procurement of paper that appeared impossible to surmount. The inadequacy of the rating granted us by the War Production Board was never more glaringly apparent.

Third War Loan

The proportions of this job made it necessary to contact all the large lithographers in the country in the attempt to procure delivery of the various types of posters specified for use in connection with the Third War Loan drive.

Delivery dates on the different items called for were fixed by the Treasury Department without consultation with the Office, with the result that some of the dates specified were entirely out of reason.

The various ramifications of the job are typified by the requisition calling for the delivery of 30,000,000 Folders ($3\frac{1}{2}$x8") to 3,000 points in the United States. Another item calling for 2,500,000 manuals (32 pages) went to 5 different contractors in order to obtain the required delivery. One contractor is employing the services of 5 trade binders in order to complete his contract. Other features of this job include 2,365,000 posters (full color); 5,000,000 envelope stuffers; 1,150,000 copies of 8-page tabloid newspaper; 1,500,000 folders (12 pages, 2 color); 400,000 bond posters; 900,000 posters (3 color, 20x28"); 1,800,000 specially printed envelopes; 2,000,000 citation cards; 500,000 appreciation cards.

Income Tax Forms

The task of supplying the Treasury Department with the forms required for the filing of income-tax returns is proving a tremendous problem. Upwards of 10 requisitions covering the necessary material have been received and the

required contracts negotiated. The amount of paper involved in the printing of these forms presented a near-impossible barrier. Paper was ordered in June for delivery to 19 contractors not later than August 1. Nondelivery of this paper stock as ordered caused an investigation to be made, and it was disclosed on August 6 that the manufacture of this paper was not scheduled to start until August 16. On another occasion, paper ordered for delivery on September 1 would not go into production until September 6.

The magnitude of this job made it imperative that practically all of the printing be purchased commercially, and, consequently, only two requisitions were scheduled for production in the Office. This portion of the complete order involved 100,000,000 copies of one form and 60,000,000 copies of another. Both were 8"x3⅝" in size and required a total of slightly over 479,000 lbs. of paper. The enormity of the complete job is easily realized when the quantities called for on the various requisitions are reviewed. These amounts range from a low figure of 2,800,000 copies of Form 1124 to the 200,000,000 copies of Form W-4.

Although the printing, except as previously mentioned, was all scheduled to be purchased commercially, the Office performed all necessary composition. Corrections were made in old plates where this procedure proved practical and tenaplate molds furnished to the contractors.

SELECTIVE SERVICE IN WARTIME

The Office is continually fulfilling orders of unusual proportions with an ease and facility that often makes them appear commonplace. The Second Annual Report of the Director of Selective Service is a fair example of the standard of workmanship and ingenuity which goes into orders which are produced within the plant.

This report--Selective Service in Wartime--totals 674 pages and consists of considerable tabulated matter, along with numerous illustrations and charts in addition to the

regular text. The increase in the requirements of various departments in wartime as compared to peacetime is clearly indicated in this report which is twice the size of its predecessor--Selective Service in Peacetime.

The 113,662 copies that comprised this job consisted of 100,461 finished in paper covers, 13,000 done in blue buckram, 200 bound in one-half leather, and 1 Director's copy in full leather. The contents required that the 22 signatures be folded, gathered, Smythe sewed, and covered preparatory to delivery. First delivery on the paper lot was set for August 2, and it is gratifying to me to be able to state that 11,635 copies were delivered to the Superintendent of Documents for mailing purposes on July 29. Selective Service also received 1,000 copies on the same date, with further deliveries being made according to schedule until the job was completed.

EMPLOYEES' COOPERATION IN WAR EFFORT

The amount of accumulated annual leave throughout the Office is a real testimonial of one way in which the employees are contributing to the war effort. The lengthened workweek, together with the overtime that has been periodically necessary due to the pressure of wartime production, have been well received, and little leave-taking has resulted because of the increase in the expenditure of physical energy.

It is true that the problem of transportation to vacation points has been no small factor in the accumulation of leave by employees, but I believe it is secondary to the whole-hearted desire to share in the war effort.

There are few indications that the added strain of working under wartime conditions have had serious effects on the health or morale of all employees generally. Undoubtedly, some voluntary separations have resulted from a desire to seek easier work conditions or higher pay, but these cases are not frequent enough to cause alarm.

The absenteeism, which has been discussed so prominently in the recent press, while not unknown to the Office, cannot be termed a serious problem.

SHARE-YOUR-CAR CAMPAIGN

The "Share-Your-Car" campaign has met with a fine response by the personnel of the Office. The plan, operating under the direct supervision of the Liaison Officer, is proving most effective. Its simplicity and lack of "red tape" has had a definite appeal to employees. New arrangements are being made constantly.

Information forms have been prepared and distributed throughout the various divisions of the Office. Employees driving cars to and from work may set down facts pertinent to the plan, such as working hours, addresses, names, and telephone numbers. Employees seeking transportation make their desires known in the same manner. These forms are displayed on a large bulletin board occupying prominent space at the entrance to the Cafeteria.

The bulletin board is arranged according to various sections of the city and nearby areas and extends to points as distant as Baltimore. A quick and good picture of the accommodations both offered and sought is thus made available to interested parties, with the result that the board is being referred to constantly and new arrangements happily completed.

The success of the program is well indicated in the following figures compiled September 1, 1943:

Number of drivers certified for supplemental gas (driving from home to work)	1,028*
Number of passengers carried other than drivers	2,033
Total number of employees (not all in GPO) transported, including single drivers	5,061

Cars rotating (each carrying at least 3 passengers) 244

Cars unable to carry passengers--officials, subject to call, physical reasons, and localities . . 108

*Most of the drivers certified have had several certifications, depending upon the expiration dates of B or C books. However, the count (1,028) indicates one certification.

RED CROSS ACTIVITIES

The removal of the Red Cross unit from its previous air-conditioned quarters on the second floor to the present space in Harding Hall has caused a slight decline in the number of participants in these activities. However, the present location of this very worthy and much needed volunteer service lends itself ideally to publicizing the cause.

Located in an attractive, set-off corner in the extreme rear of the Hall, it serves as a constant reminder to all employees of the fine work that volunteer hands can accomplish. The present down trend in activity can be charged against the abnormally hot and energizing weather which has prevailed this summer, and I confidently expect the output to mount with the decline of the thermometer and the increase in membership which should result from better working conditions.

BLACK-OUT

The recent mid-afternoon black-out met with a good response throughout all units of the Government Printing Office.

Instruction that had been given to those persons in the Office charged with responsibility during black-out periods proved itself most satisfactorily. Precautionary

measures were accomplished with seemingly no unnecessary effort being expended and with a minimum of excitement. Posts were quickly assumed and all duties executed with promptness and efficiency. Orderliness and understanding of what is expected in an emergency were very noticeable in all sections of the plant, with the result that the black-out drill can be termed a complete success.

NOV. 1943

DEC. 1943

OCT. 1943

AN INFORMAL REPORT

of

THE PUBLIC PRINTER

*
* *

OCTOBER 1, 1943

INDEX

	Page
LOOSE COMPOSITION AND MAKE-UP	1
GOVERNMENT PUBLICATIONS	2
Sale of Government Publications for Last 7 Years	3
Comparative Statement of Activities, Public Documents Division	3
Departmental (Free) Distribution	3
Centralized Mailing	3
Depository Libraries	4
TREASURY JOBS BRING PRAISE	4
WAR AGENCY DELAYS OWN JOB	6
INDUSTRY MEETINGS	6
PAPER OUTLOOK	7
INCOME TAX FORMS	8
STEADY INCREASE IN PURCHASES	9
COMMERCIAL PURCHASES POLICY	10
PRINTING PAPER SPECIALIST JOINS GPO	10
PERSONNEL	11
SICK LEAVE ABSENTEEISM	12
UNUSUAL REQUISITION	12
EXPRESSIONS OF APPRECIATION	14
3d WAR LOAN DRIVE	19

LOOSE COMPOSITION AND MAKE-UP

I have been of the opinion for some time that a considerable saving could be effected through the tightening up of loose composition and make-up. As a result of this belief, the Planning Division was authorized recently to prepare data regarding book jobs revised and drawn back to fewer pages for the purpose of saving press and bindery time as well as paper.

A total of 78 jackets were recorded as having been changed for the purpose of saving man and/or machine hours and paper, or both. Some of the jobs required very little revision while others had to be completely reset. In all cases the cost of resetting was justified by the size of the job. Many jobs were run back into even signatures by the simple expedient of changing the style to begin chapters or sections on left hand pages. All revisions were made, of course, with the approval of the ordering department.

The largest job in the group was the reprinting of War Department Pamphlet No. 21-1 entitled "When You Are Overseas." This job was previously printed as 5 pages of text on 4 leaves of paper. In the reprint it was easily pulled back into 4 pages. The saving on the 7,500,000 copies comprising this job was as follows:

Paper Saving	- 546,000 sheets (53,808 lbs.)	$3,425.20
Presswork	- 390 hours on perfecting press	
Bindery	- 1250 hours cutting and folding	
Total Saving in Cost (approximately)		$10,459.98

Almost all of the changes made in the reported jobs were caused by loose composition and make-up. The saving in paper on 61 of these jobs amounted to an estimated total of 134,000 lbs., costing $11,256.00. The paper saved was comprised of all grades from Machine Finish to 25% Rag Bond. In determining the foregoing saving the weight was figured on the basis of 38 x 48 - 169 White Supercalendared Book paper costing $ .084 per pound. This compromise figure based on Supercalendared Book is conservative. The complete listing represents 17,000,000 copies and a total saving of $44,440.46. It covers a period of less than two months duration and by no means does it include all the jobs being turned out by the Office during that period.

It is unfortunate that figures on the cost of revision are not available but an average allowance of more than ½ hour each

for machine time and over 3½ hours for hand time would appear ample in figuring the cost of revisions. Thus, allowing 40 hours of machine time and 350 hours of hand time for revisions, the cost would be $256.00 and $1,587.50 respectively, or a total cost of $1,843.50. This estimated figure compared to the saving of $44,440.46 places the cost of revisions at .0415 percent of the saving.

There will be many of these jobs on which reprints will be ordered. The plates are now available for printing on the revised economical basis which will result in further savings.

A review of the 78 jobs reported results as follows:

Average edition	281,000 copies
Average paper saved, pages	4
Average paper saved, sheets	19,321
Average paper saved, weight	2,207 lbs.

A recurrence of the waste involved in the make-up of the copy used in the first printing of the War Department Pamphlet No. 21-1 entitled "When You Are Overseas" would be impossible under the present policy of the Planning Division. Copy is reviewed for looseness and pulled back to even signatures in all cases where it is practical and has the approval of the ordering agency.

I believe it is reasonable to assume that upwards of a million dollars annually can be saved through the tightening up of composition and make-up.

GOVERNMENT PUBLICATIONS

The sale of Government publications has steadily increased during the past several years. We fully expected this growth to continue throughout the past fiscal year but the actual increase was far in excess of that anticipated.

The total sales for the year amounted to $2,366,897 which exceeded the previous year by $654,358. The number of publications sold was 46,428,048 which is an increase of 9,935,689 over the corresponding period last year. The Public Printer received $1,501,683 from the returns from sales for the purchase of sales stock leaving a balance of $865,543 for deposit in the Treasury.

This is an increase of $189,790.00 over last year. The number of cash orders handled was 1,149,920 which is an increase of 116,119. In addition to the cash mail, there was received 517,714 letters of inquiry, an increase of 74,589.

SALES OF GOVERNMENT PUBLICATIONS FOR LAST 7 YEARS

Fiscal Year	No. of Orders	No. Publications Sold	Amount of Sales	No. Letters of Inquiry
1936-37	595,823	10,074,337	$813,246.60	256,042
1937-38	697,970	11,546,273	845,779.15	293,029
1938-39	773,464	12,748,804	928,459.88	321,292
1939-40	786,463	18,439,879	1,118,050.54	329,931
1940-41	876,948	24,484,203	1,342,699.15	432,487
1941-42	983,801	36,492,359	1,712,539.28	443,125
1942-43	1,149,920	46,428,048	2,366,897.04	517,714

COMPARATIVE STATEMENT OF ACTIVITIES, PUBLIC DOCUMENTS DIVISION

	1936-7	1942-3	Increase	Pct. of Increase
Letters of Inquiry	256,042	517,714	261,672	102
No. of Orders	595,823	1,149,920	554,097	94
Cash Remittances	$885,496	2,608,884	1,723,388	194
Publications Sold	10,074,337	46,428,048	36,353,711	360
Amount of Sales	$ 813,246	2,366,897	1,553,651	191
Earnings for Treasury	$402,829	$ 865,543	462,714	114

Departmental (Free) Distribution

In addition to our sales activities, we distributed for the Legislative and Executive Departments 71,355,101 copies of publications. This amount would have been materially increased had it not been for the efforts of the Inter-Agency Publications Committee of the Office of War Information, which by its order of Sept. 25, 1942, directed all activities to be discontinued and agencies to curtail their printing for the duration of the war.

Centralized Mailing

The centralized mailing plan, as it is now being operated, is being violated regularly and in many cases the Government Printing Office is only providing storage space for the departments inasmuch as quantities are withdrawn and mailed directly by them.

Depository Libraries

The distribution of publications to Depository Libraries is now being made under the new classified list of United States Government Publications. During the past year we distributed 4,045,527 publications which was an increase of 318,303 over the previous year. The selective privilege does not require the libraries to keep a complete file of publications and I believe that many of our publications are not shelved or made available to the public.

TREASURY JOBS BRING PRAISE

The importance of the printing for the Treasury Department in connection with the war effort needs no explanation. The service rendered by the Office in executing recent requisitions has resulted in the public expression of appreciation on the part of the Under Secretary of the Treasury, the Hon. Daniel W. Bell.

These urgent jobs for Treasury led off with the order for the printing of seven different forms for use in connection with the tax-withholding program. The order was received in May and called for delivery of 326,000,000 copies of the several forms by June 15. Following that, we were requested to print and deliver an additional 215,280,000 forms by August 15th for use in filing the September reports. Then came the Third War Loan Program with its tremendous requirements. The orders and copy did not come to us until August 1st with partial delivery to be made on August 15th and complete delivery on September 1st. A total of 20 separate printing jobs were necessary to furnish the millions of various copies required. The paper consumption in turning out this job was 6,500,000 pounds.

The present program for returns to be filed on March 15, 1944 is a most extensive printing job. It calls for 32 different forms totalling approximately 800,000,000 copies and will require about 8,000,000 pounds of paper.

In addressing the employees of the Government Printing Office in the interest of the Third War Loan Drive, the Under Secretary of the Treasury said:

> "Many Federal Departments, including the Army and Navy, have had their representatives participating in the preparations for the drive, offering suggestions for its success. And from these meetings, from these discussions, we have learned what an amazingly large part you employees of the Government Printing Office have played and are playing in the War effort."

"Take the Third War Loan Campaign itself as an example. Of course we knew that on very short notice you did the printing for the largest program of its kind ever attempted. You had to do the job on short notice, because most of the work could not be placed until the whole program had been developed and approved. Yet you gave us 50 million two-color folders 17 days after we placed our order. You gave us millions of posters, sales manuals, forms, all in a period of about 3 weeks. This huge printing job, which looked almost impossible in the time allotted, was accomplished through your efforts. We have evidence therefore that you can do a job when the country calls for it."

"From our discussions on the War Loan Drive with other departments, we learned that the job you did for us was by no means an isolated case. The OPA has told us how hundreds of millions of ration stamps which you printed make it possible to ration food and other goods so that our soldiers at Naples and Salamaua can have what they need."

"Agriculture tells us how you help put in the crops, get them harvested and even do canning and preserving through your printing for farm and factory."

"We learned from some of our generals the vital importance of your manuals in the training of our men. The bombardier flying over Berlin uses a bombing table printed here and the navigator and pilot would be lost without your navigation charts. The helmsman on a destroyer in submarine-infested waters steers not only by the stars and his compass, but also by charts and guides made in your photoengraving section, set in your composing room, run on your presses, bound in your bindery, packed by your shippers and carpenters and started toward their destination by those who man your trucks.

"Today every American is doing his job better--is a better worker, a better soldier, a better American--because the Government Printing Office tells him, in instruction booklets, by means of posters and in dozens of other ways how to do his part in this war."

WAR AGENCY DELAYS OWN JOB

A job comprising the printing of an important manual was placed with us by one of the War agencies. This job required an insert which was to be supplied by the agency.

We contracted with a paper mill to supply the paper within the allotted time. However, the ordering agency also placed its order with the same mill for paper for the inserts and gave the order a priority rating which was accepted in good faith by the mill with the consequence that our order was side-tracked. Naturally, we were unable to make delivery of the publication as promised because of the delay in delivery of the paper for the text.

The inserts were printed and delivered before we received the paper required for printing the text in which to insert them. As a result, by rushing its own work and causing our order to be set back, the agency delayed the very job it was attempting to speed up.

INDUSTRY MEETINGS

There are times when it is expedient for the Public Printer to attend conferences and meetings of bodies closely associated with the Printing Industry. Two occasions arose recently at which it was requested that I address the respective groups.

The International Trade Composition Association held its annual meeting in Cleveland on September 21 and the Technical Association of the Pulp and Paper Industry sponsored a Conference to discuss Army and Navy requirements in Chicago on September 23.

Both addresses to these groups dealt largely with the intensity of the present paper situation and the need for paper saving methods whenever and whereever possible. The tremendous growth and scope of the printing program of the Federal Government with relation to the printing industry as a whole was cited in telling of the vast amount of Government work that is purchased commercially. The negotiation of contracts for the printing of manuals and forms, for platemaking and composition was described together with the practice of wide distribution of such contracts to printing establishments throughout the country.

I firmly believe that the tremendous volume of printing that is now being done in the United States will shrink considerably. This appears to me to be inevitable because of the paper situation. I warned that we may expect further curtailment of paper for commercial uses and that the publications field will undoubtedly be placed under further restrictions.

The fact that field offices of some Federal departments have accepted rates for composition is probably responsible for the feeling throughout certain areas that our rates are low. I admitted that by comparison this may be the case but I also know that our prices are proper and just and stressed the fact that I am taking what action I can to keep the expenditure of appropriations for field printing from upsetting the procedure of procurement of public printing and binding.

Until recently, the trade composition houses did not share to any great extent in the work placed by the Government Printing Office although they were undoubtedly producing a great deal of composition for the War program. However, standard rate or negotiated contracts for typesetting, both in English and foreign languages, have been set up and now a considerable volume of composition is purchased commercially. I pointed out that under an executive order issued by the President I am permitted to purchase work without regard to the laws governing awards being made to the lowest competitive bidders when the War effort requires quick performance. Naturally, there are many strings attached to this relaxation of public law. For instance, a report of such action must be made to the President and the prices arrived at in the negotiation are reviewed more closely by the General Accounting Office than are competitive bid prices. If found to be excessive, they must be renegotiated.

I believed the most equitable basis for the establishment of negotiated prices was the competitive bid. I wanted our negotiated rates to be accepted without question by the Government fiscal agents, and I reasoned that by accepting bids on all operations involved in many classes of printing and comparing them with awards made under competitive bid and our own known GPO costs, they could always be justified. That is the procedure I adopted and have followed.

PAPER OUTLOOK

The paramount problem of the Office today is the current paper shortage. The extreme seriousness of the situation is borne out by the verbatim transcript of a conference held recently in my office with high-ranking officers of the War Department. It was sharply called to my attention that delay in furnishing the War Department with the needed printed field and technical manuals, forms, and so forth, would result in delaying invasions, holding up campaigns and slowing down attacks. These manuals and instructional forms are essential to adequate training and lack of them could result in loss of life due to confusion and inadequate training.

Some reprint orders for manuals involve 1500 - 1600 requisitions in a period of twelve to fifteen days and require from 12,000,000 to 13,000,000 pounds of paper. The Soldiers Handbook, for example, ran into 7,000,000 copies in the last twelve months and required 3,592,726 pounds of paper.

On September 20, bids were opened for paper stock sufficient to cover a period of three months beginning October 1. This proposal covers approximately 80,000,000 pounds of paper of various kinds and grades. Only 40 bids, covering approximately 60% of our offering, were received.

This paper is essential to us to further some important phase of the War effort. About 90% of the present production of the Office is directly involved in the conduct of the War. The paper bought by the Government Printing Office is used in printing jobs for the Army, Navy, Treasury and other agencies of the United States Government. The requirements of the Government Printing Office for paper for its own use do not amount to 1/100 of 1% of the paper purchased.

The paper situation cannot help but bring about curtailment to some extent of the printing that is being done at present. It is already having that effect in Government work. Up to this point, Federal agencies have ordered freely. In the future, the various departments and agencies will, of necessity, be forced to analyze their printing needs more thoroughly. There will be reductions in the number of copies ordered in many cases.

The War Department today is surveying its stocks of manuals with a view towards stabilizing quantities to be printed. A depleted stock of manuals at one depot or post will be replenished from the supply on the shelves at some nearby point where the stock remains heavy instead of simply requisitioning new printing of the required quantity. The departments all realize that they will jeopardize their own future supplies by exhausting available paper through injudicious ordering now.

Limitations on permissible weights recently imposed by the War Production Board will help spread the supply. But, there can be no doubt that there is going to be less paper and as a consequence, less printing in the immediate future.

INCOME TAX FORMS

Representatives of the Treasury Department and the War Production Board met with those of the Government Printing Office on

September 10 to discuss the paper requirements attendant on the production of Income Tax Forms.

It was determined that approximately 7,350,000 lbs. of chemical wood writing and 1,000,000 lbs. of newsprint paper would be necessary for the job with October 15 as the deadline to have the paper in the various plants for doing the work.

Immediate information required by the WPB was tonnage, size and the areas where the work would be produced inasmuch as the mills are allocated just so much pulp per month and when orders come in late, schedules are upset and they do not get the full "yardage" from the pulp that is allotted to them. The WPB was assured that such information would be supplied as requested.

The suggested changes in weights, sizes and grades were accepted by Treasury in conformity with the War Production Board limitations with the single exception of shortening the form from 11 to 10½ inches. This suggested change was termed impractical to the purpose of the form - An adopted suggestion of considerable importance was the agreement to accept 16 lb. stock with less rag content in place of the 40 lb. stock previously used.

Assuming that the necessary paper will be in the hands of the producing plants in the various areas on October 15, it will be possible to deliver 368,000,000 copies according to schedule. In the event that paper deliveries are delayed, production will be materially reduced.

STEADY INCREASE IN PURCHASES

The heavy demands made on the Government Printing Office by the many War activities of the Government Agencies have resulted in the purchase of approximately 350,000,000 pounds of paper during the past fiscal year. War conditions have greatly hampered the procurement of the paper and other materials necessary to meet the varied output of the Office. The materials acquired have been stocked in the several warehouses throughout the country for the purpose of supplying the needs of this Office and commercial printers with the stock necessary for printing.

The amount of printing placed with commercial printers has steadily increased with the continuing demand for material essential to the War effort. Printing purchased commercially during the past fiscal year amounted to approximately $25,000,000. Upwards of 1300 contractors located in some 288 cities scattered throughout the 48 states shared in this distribution of work. There is no indication

at present that the percentage of jobs placed through the process of competitive bidding and negotiated contracts will not continue to increase rather than decrease.

The limitation placed on certain materials by the War Production Board necessitates the procurement of priorities in order to obtain some materials and in many cases, we have had to accept substitutions for the materials originally ordered because of prevailing shortages.

It has long been our policy to negotiate contracts for paper for a six-month period and for envelopes and materials on a yearly basis. However, the present unsettled condition of the various markets has made it necessary to limit our paper contracts to a three-month period and envelopes and materials to a six-month period.

COMMERCIAL PURCHASES POLICY

The commercial purchase of printing and equipment necessary to the operations of the Office resulted in such frequent visits from persons seeking information concerning our needs and the procedure to be followed in competing for such business that it was deemed advisable to centralize all such visits. So, as a means of relieving many already overburdened officials of bearing the brunt of time-consuming interviews and to insure uniformly impartial, courteous and expeditious treatment to all information seekers, I instituted the Office of Consultant on Commercial Purchases on April 1, 1942.

The number of interviews per month for the first year of operation of this new office averaged 522. The visits of contractors lessened, however, as the various warehouses were installed and information became available without the travel expense incurred by a trip to Washington. This condition is particularly noticeable in the New York and Chicago areas. During April of this year, interviews dropped to 422, climbed to 439 in May and then receded to 397 and 340 respectively in June and July. However, interviews during August indicate a definite up-trend.

PRINTING PAPER SPECIALIST JOINS GPO

The acquisition of paper sufficient to meet the needs of the Office has been a steadily mounting problem for some time past. The seriousness of the situation actuated me recently to create within our organization the position of Printing Paper Specialist for the Government Printing Office. The express purpose of this office is to expedite the procurement, utilization, warehousing and recording

of paper amounting to approximately $3,000,000 a month to be used in the processing of printing and binding orders for government agencies with particular stress being placed on the emergency needs of the War and Navy Departments and such other bodies as the OPA, OEM, etc. It will also act in an advisory capacity with relation to the Director of Purchases, Production Planning Assistant to the Public Printer and the Director of Tests and Technical Division and will operate under the direct supervision of the Director of Purchases.

Obviously, a paramount requisite of this new office was extensive experience in the printing industry in general and a thorough knowledge of paper in particular. The task of obtaining a person with the qualifications required for the position was an exacting one and it is with high hopes for betterment in the future paper situation that I announce the War Service Appointment of Edwin H. Whiting of New Rochelle, New York, as Printing Paper Specialist for the Government Printing Office.

PERSONNEL

The personnel record of the Office for the fiscal year ending June 30, 1943 shows approximately the same percentage of increase in employment that prevailed during the preceding fiscal year. The number of new employees was appreciably greater but this was also true of separations. The following table lists the yearly increases in personnel since June 30, 1941:

	1941-2	1942-3
Total number of employees at start of fiscal year.	7313	8216
Total appointments for fiscal year	2178	3317
Total separations for fiscal year	1275	2500
Increase in personnel	903	817
Total number of employees at close of fiscal year	8216	9033

During the past fiscal year 89 employees of the Office were retired. Of this number, 4 were on account of age, 39 because of disability and 46 were optional retirements. Male employees accounted for 68 of this number with the remainder (21) being women. The total number of retirements - age, disability and optional - from August 20, 1920 to June 30, 1943 is 2201 persons.

Deaths occuring during the past fiscal year totalled 32. Of this number, 29 were men and 3 were women.

SICK LEAVE ABSENTEEISM

The procedure followed by the Medical Director for the Office serves to maintain a high standard of health and at the same time affords a rigid check on absenteeism due to cases of illness among the employees. Every employee of the Office who is away from his, or her, work for one calendar day or longer is required to report to the Hospital Section immediately when returning to duty. An absentee analysis record is made after an interview by a doctor or nurse. This record contains such information as diagnosis and treatment of illness as well as the employee's age, occupation, income, length of absence and other pertinent data. This information is tabulated in the statistical department and forms the basis for the study of disabling illnesses among our employees.

All interviews are kept as brief as is possible to satisfy our requirements in order that employees may resume their duties with no unnecessary delay. These interviews consume from two to five minutes each and, of course, vary in number.

Hours for interviewing are 8-9 A.M. weekdays, except Saturday, when from 50 to 100 persons on the day shift may be interviewed; employees of the intermediate shift, generally 20 to 50 persons, report at 4-5 P.M.; the night shift cases numbering from 10-25 employees report at 11 P.M. The number of employees that return from sick leave on Saturdays and Sundays is considerably less than on other days of the week.

If the interviewer is not satisfied with the statements made, or that the person reporting is not physically fit to return to work, that employee is required to report to the treatment room for further medical examination.

The reaction to this policy of the Medical Director has been generally good although dissatisfaction has been voiced by some elements. While the precentage of absence is far from alarming, I believe it can be reduced without hardship to anyone.

UNUSUAL REQUISITION

The receipt of requisitions which assume intricate and troublesome proportions is not uncommon in the Office. A recently completed and very satisfactorily turned out job was Government Printing Office Publication No. 330.

The first copy was received on April 30 and was immediately prepared by the Division of Typography and Design with the result that it was turned over to the office of the Production Manager on May 1. Additional copy was received approximately every 10 days thereafter and invariably was prepared and forwarded within 24 hours after receipt. Copy received on June 15 included 9 maps each with a very close register overlay sheet which was to print in a second color and 23 pieces of hand lettered art to be reproduced white letters on screen panels, some at the top of the page, some at the side of the page and all to bleed off. The sizing of this art and supplying of correct ink outlines for those which reversed, together with retouching, indicating position on the page and marking screen on each piece of copy was completed by the Division of Typography and Design well in advance of recipt of OK'd proof of type pages.

The type pages were returned to the Office for correction and reproduction on June 25. The reproduction proofs were received on June 30 and the next day representatives of the ordering department OK'd the pasted up pages before the making of negatives. The entire job was turned over to the Offset Negative Room on July 3.

In the meantime the cover and indexes had been set and binder's stamps ordered so that the bindery might have the covers and indexes finished and ready to insert promptly upon completion of the work in the pressroom.

The job entered the photoengraving offset department on July 3 about 3:00 P.M. and was delivered July 6 about 9:15 A.M. It consisted of 54 pages with 3 colors used in reproduction and required approximately 36 working hours for completion.

Difficulties of no small proportions were encountered in turning out this job. The photo offset department is limited at present to the use of film negatives. The film used on this job was 21 x 31 inches and inasmuch as the job consisted of close registering maps in two and three colors, our first problem was to keep the porous film from shrinking or expanding during the washing and drying steps in the photographic process. This was overcome to some extent by photographing each negative a trifle larger than called for in the instructions. After the negatives were dry they were shrunk to the proper size by various degrees of heat being applied to them as needed. Some of the negatives were shrunk as much as 1/16-inch in this way after the average drying process.

Many other contributions of Dutton

The preparation of the copy created another problem. Some of the color overlays of the maps were different in size than the base on which they were to print. This made it necessary for us to photograph the base at one percentage and the color overlays at another precentage, rendering our electric camera focusing devices practically useless. In such close register work we could not rely upon the electric setting device to operate at the fractional differences called for by the work. This difficulty was overcome by focusing each color plate on the viewing glass of the camera to fit the black base.

Additional difficulty was caused by the condition of the media used in painting in large areas on the color overlays which peeled off from the acetate base used for them. Our lithographic artist was required to carefully check all such deterioration and correct it before photographing.

In spite of these measures, the fluctuating of temperature between the time the artists finished the negatives and the plate-making was ready to plate, many of the negatives had shrunk or expanded. This condition required unceasing cooperation and correction between the press and photo departments to assure a good register on the job.

Copy was part hand drawn and almost every page had to be superimposed to obtain the desired effect. Overlays for color were made on acetate which warped considerably and required piecing together to produce the proper register on plates.

Large solids and very short runs also made press operation extremely difficult.

Despite the numerous handicaps attendent on this job, the result was entirely satisfactory from both a standpoint of quality and time.

EXPRESSIONS OF APPRECIATION

Letters expressing the appreciation of various Federal agencies for the service rendered by the Government Printing Office are not at all uncommon. A few of such expressions follow:

EXECUTIVE OFFICE OF THE PRESIDENT
Committee for Congested Production Areas
Washington 25, D. C.

September 21, 1943

When a job is well done, I like to have the parties concerned know how I feel about it. I therefore wish to express my appreciation to the Government Printing Office for the fine work they did in planning and printing the Identification Cards for this Committee (GPO 549037).

Members of your office were particularly cooperative with my staff in the preliminary layout and format of the cards and I am most grateful to them for their assistance. I also appreciate the speed with which the work was completed.

Sincerely yours,
Corrington Gill,
Director.

WAR DEPARTMENT
Office of the Chief of Staff
Civil Affairs Division
Washington 25

21 September 1943

The Department of State has invited my attention to the prompt and energetic manner in which members of your staff cooperated in producing certain registration cards for displaced persons desired by a theater commander.

The services thus rendered enabled a prompt compliance with the theater commander's request are sincerely appreciated.

Sincerely,
J. H. Hilldring,
Major General,
Chief, Civil Affairs Division.

OFFICE OF LEND-LEASE ADMINISTRATION
Five - Fifteen 22d Street, N.W.
Washington, D. C.

September 18, 1943

I fully understand your problems outlined in your letter of September 13th, and wish to assure you that Lend-Lease Administration will cooperate with you in every way.

Again may I take this opportunity to thank you and your staff for the fine workmanship and excellent service which the Government Printing Office has given Lend-Lease Administration on every occasion. I was especially pleased with the service your organization provided in revising the President's letter of transmittal in the Eleventh Report to Congress.

Sincerely yours,
E. R. Stettinius, Jr.

DEPARTMENT OF COMMERCE
Bureau of Foreign and Domestic Commerce
Washington, 25

September 7, 1943

On behalf of members of the Bureau, I am writing to thank you for the excellent printing and typographical arrangement in the booklet "Community Action for Post-War Jobs and Profits."

The splendid cooperation of your organization has contributed much to the success of this publication. Already we have received numerous favorable comments on the printing and typography of Jobs and Profits.

Sincerely yours,
O. P. Hopkins
Acting Director

THE SECRETARY OF THE TREASURY
Washington

August 28, 1943

The Treasury Department appreciates your personal concern and interest in our printing program for the 3rd War Loan Drive.

The success of this drive depends in great part upon the manner in which our program is presented to the people of the United States, so I am very pleased to hear that the Government Printing Office has met our schedules--with the reservation you mention--the "Back the Attack" poster. I understand, however, that this poster has been printed and is in process of delivery, in time, I am pleased to know, to make it a valuable part of our campaign.

I am most conscious of the fact that, despite inadequate time allowances, the Government Printing Office was able to delivery everything we asked for, on time and in good condition. The Treasury Department is most grateful to you and your employees for your consideration and assistance in making it possible to delivery a promotion of this nature.- actually the largest of its kind in the history of advertising and publicity.

Sincerely
D. W. Bell
Acting Secretary of the Treasury

OFFICE OF LEND-LEASE ADMINISTRATION
Five - Fifteen 22d Street, N.W.
Washington, D. C.

August 26, 1943

I am attaching hereto a copy of the President's Eleventh Report to Congress on Lend-Lease Operations, which was issued yesterday.

Your organization turned out the usual splendid job, both with respect to quality of printing and speed of service.

Sincerely yours
E. R. Stettinius, Jr.

WAR DEPARTMENT
Women's Army Auxiliary Corps
Office of the Director
Washington, 25

14 August 1943

I want to tell you how pleased I am with the "Physical Training Manual, W. A. C." which you recently published for us.

It is a fine example of good workmanship. I want to thank you for the interest and work which went into its production.

Sincerely,
Oveta Culp Hobby,
Colonel, W. A. C.,
Director.

WAR PRODUCTION BOARD
Washington, D.C.

August 4, 1943

1094 Railroad Retirement Building

I do appreciate your thoughtful letter of August 2. However, we must insist that if there are any bouquets

to be thrown that they should be in your direction.

We realize that we are only a small segment in your operations and it is a constanct source of amazement to us that you are able to give us such outstanding service. In reading over the Congressional Record, most of the Congress agreed that the Board is doing a highly commendable job, and no small part of this record is made possible by the service you render us.

Very truly yours,
Robert C. Clark
Chief, Printing & Distribution
Control Branch

****

3D WAR LOAN DRIVE

Plans for participation in the 3d War Loan Drive got under way at a meeting of representative employees of the Office held on September 8. It was decided to take active part in the Nation Wide Drive for Extra Bonds during the month of September and to cooperate in every way with the general plan of the Secretary of the Treasury. An Advisory Committee headed by Mr. E. J. Murray, Foreman of the Roller and Glue Section of the Division of Tests and Technical Control was elected for the purpose of devising a plan and reporting to the Public Printer with reference to War Bond Sales.

The employee organization of the Office composed of chapel chairmen, bond representatives and newly selected members met in Harding Hall on the afternoon of September 15 for the purpose of receiving final instructions from the representative of the Secretary of the Treasury.

The drive was officially opened in Harding Hall at 8:15 A. M. on September 16 with an address by Mr. E. F. Bartelt, Commissioner of Accounts of the Treasury Department and Chairman of the President's Interdepartmental War Savings Bond Committee and was followed by the first public showing of the

motion picture "The Battle of Britain." Repeat programs were presented five additional times during the day with schedules so arranged that all employees were enabled to attend some one session. A second picture "Divide and Conquer" was shown at different intervals on September 30 as a final stimulant to Bond purchases.

The progress of the Drive was recorded daily on a huge indicator in the form of a thermometer erected in Harding Hall and which proved to be of continual interest throughout the campaign. This interest and enthusiasm reached a high peak as success became assured.

The entire organization of employees that engaged in the 3d War Loan Drive worked whole heartedly and unceasingly to insure the success of the drive in the Government Printing Office and that their fine efforts were well rewarded is evidenced by the outcome of the Drive. The final figures are not available at this time but we do know that upwards of $454,000 has been subscribed. The quota of the Government Printing Office as fixed by the Treasury Department was $417,000 which means we exceeded our quota by subscribing 108.9%.

A copy of G. P. O. Bond News, which was prepared in the interest of the 3d War Loan Drive, is included with this report.

The success of the 3d War Loan Drive in the Office is most gratifying to me and I am proud to be able to make known to you the fine loyalty and patriotism of the employees of the Government Printing Office.

September 27, 1943 G. P. O. Bond News Volume 1, Number 1

BACK THE ATTACK

Organization Leaders Back Bond Drive

I am heartily in accord with this drive and will bend every effort to insure its success.—MRS. HILDA B. CRAWFORD, *Recreation Association.*

☆ ☆ ☆

Our organization is 100 percent behind the "Back the Attack" drive and will gladly do their part whenever called upon.—EARLE H. HARDING, *President, The Washington Photo Engravers' Union.*

☆ ☆ ☆

I heartily endorse this Third War Loan Drive. I hereby appeal to all the veterans to "Back the Attack."—WALTER A. JACKSON, *Commander, Colonel Charles Young Unit No. 2 U. V. of A. W.*

☆ ☆ ☆

I am fully in sympathy with the Third War Loan Drive and indorse it 100 percent and will do all in my power to make it a success.—BENJAMIN F. SOLLERS, *G. P. O. Cafeteria Association.*

☆ ☆ ☆

I am in full sympathy with the Third War Loan Drive and feel confident our Association will help make it a success.—ALFRED C. CUNNINGHAM, *President, G. P. O. Cafeteria Association.*

☆ ☆ ☆

The Bookbinder's Union, realizing the great importance of the Third War Loan Drive, urges its members to go all out in the purchases of these securities.—SEABORN D. JONES, *President, Bookbinder's Union.*

☆ ☆ ☆

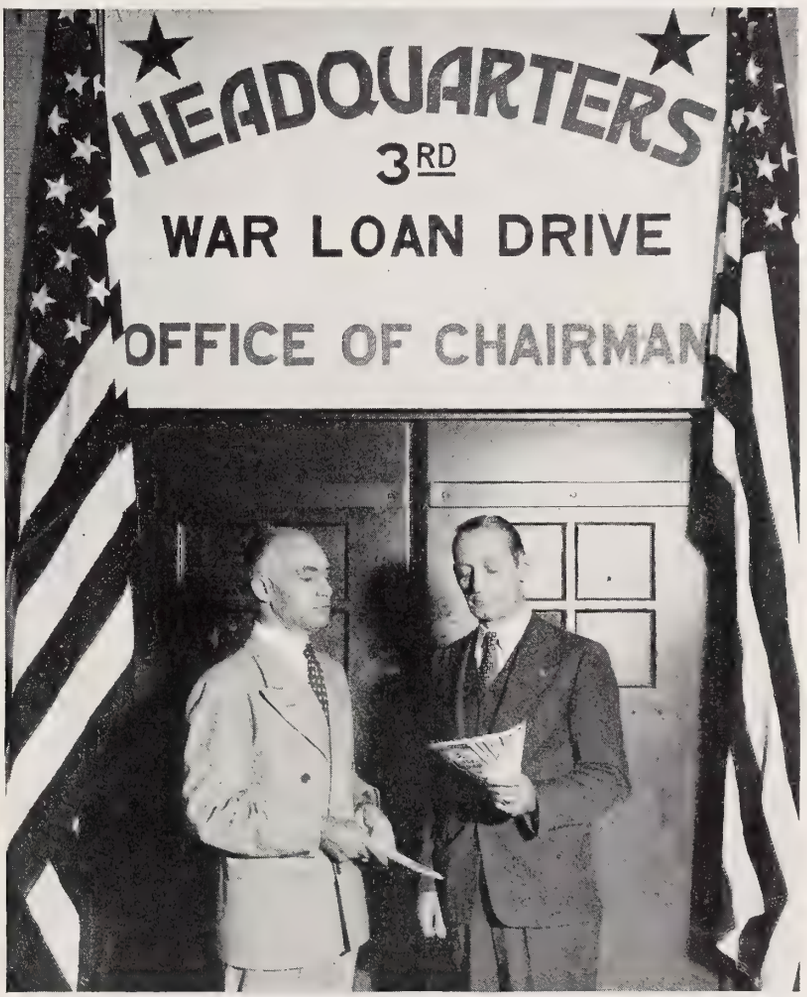
I have a personal interest in the success of this drive and sincerely hope it will go over.—HENRY G. KLAMP, *Chairman (Main Press Day), Washington Pressmen's Union No. 1.*

☆ ☆ ☆

Every American should endorse the Third War Loan to enable our fighting men to preserve the American way of life.—H. E. HAMPSHIRE, *Senior Vice Commander, G. P. O. Post, No. 33, American Legion.*

☆ ☆ ☆

Every red-blooded American will at all times support every activity of his Government, and I am willing to be a partner in this great democracy.—LOUIS A. DAY, *First Vice President, G. P. O. Cafeteria, and I. T. U., 101, Officer.*



Mr. E. F. Bartelt, Chairman of the President's Interdepartmental War Savings Bond Committee, confers with Edwin J. C. Murray, Chairman of the Third War Loan Drive in the Government Printing Office, outside the headquarters in the Roller and Glue Section, Room 228, Building No. 3.

It is the duty of all members of employee unions to buy Bonds for Freedom for our organizations are based upon the free rights of man. Bonds guarantee those rights.—MERRILL C. GLEASON, *Treasurer, American Federation of Government Employees Lodge, No. 149.*

☆ ☆ ☆

It is the patriotic duty of every member to back the Third War Loan Drive by buying all bonds possible, not only as an investment, but for the security of his community, State and Nation.—MASSIE W. BLANKENSHIP, *Commander, G. P. O. Unit No. 1, United Veterans of American Wars.*

☆ ☆ ☆

I am in complete sympathy with the Third War Loan Drive and will do everything in my power to help the drive go over the top. I am sure all members of our organization will buy as many bonds as they possibly can.—FRANCIS J. SCHWOERER, *Chairman, Chairmen's Chapel, Columbia Typographical Union.*

• • • —

Looking Ahead

We can see Victory today looming up like a faint light upon the far horizon. And we can think and dream of the day when the boys will be coming home. But thinking and dreaming will not suffice. There is much hard work to do and many sacrifices to make before we have them safely with us again. Let us not lose sight of the fact that the harder we work and more freely we give, the sooner they'll come back.

So, this time, buy right up to the limit—and then buy more. "Back the Attack" and help bring them back.

Top Treasury Officials Open Drive in Office

The Third War Loan Drive got underway in the Office with addresses by six of the top officials of the Treasury and with the premiere showing of the picture, "The Battle of Britain."

The programs were scheduled for presentation at times during the day which would permit the attendance of all employees at some session. Consequently, the speaker heard depended on the meeting attended. The schedule of the meetings and the speakers was as follows:

8:15 a.m.—Mr. E. F. BARTELT, Commissioner of Accounts, Treasury Department, and Chairman, President's Interdepartmental War Savings Bond Committee.

10:00 a.m.—Mr. WALLACE E. BARKER, Jr., Special Representative of the Secretary of the Treasury, and Assistant to the Chairman, President's Interdepartmental War Savings Bond Committee.

1:30 p.m.—Hon. HERBERT E. GASTON, Assistant Secretary of the Treasury.

3:05 p.m.—Hon. DANIEL W. BELL, Under Secretary of the Treasury.

9:30 p.m.—Mr. THEODORE R. GAMBLE, Assistant to the Secretary of the Treasury, and Chairman, War Finance Division.

12:30 a.m.—Mr. P. D. GOLD, Special Representative of the Secretary of the Treasury, Assistant to the Chairman, President's Interdepartmental War Savings Bond Committee.

Typical of the addresses rendered during the day was that of Mr. Bell in which tribute was paid to the patriotism of the employees of the Government Printing Office and to their vital part in the war effort. He congratulated the employees on the remarkable service rendered in supplying the millions of folders, posters, manuals, applications, and other printing for the Third War Loan Drive on such short notice. He also pointed to our service to the OPA for its rationing program, to the assistance given the Department of Agriculture in handling its food programs, and to the importance of the charts, bombing tables, and training manuals used by the armed forces. The text of Mr. Bell's address follows:

I am glad of the opportunity to talk with you folks about the Third War Loan Drive. I feel quite differently about appearing before the employees of the Government Printing Office than I would before a group of strangers. As a matter of fact, we are inclined to think of you as close Treasury associates because your work touches ours so closely

(Continued on page [illegible])

G. P. O.
BOND NEWS
An Employee Publication

Printed by the Government Printing Office, Washington, D. C., for the information of all employees.

EDWIN J. C. MURRAY, *Chairman*
Third War Loan Drive

Monday, September 27, 1943

TOP TREASURY OFFICIALS OPEN DRIVE IN OFFICE; STRESS IMPORTANCE OF GOVERNMENT PRINTING

Third War Loan Is Going to Hurt

Invasion comes high—*in blood and money.*

Part of the cost must be paid with human life. That means deep and lasting hurt for many and many an American family.

Part of the cost must be paid in cash * * * this September. And *that's* going to hurt, too!

The Third War Loan is here! To pay for invasion—to get the money to keep our fighting machine going—you, and every man or woman in America, are asked to invest in *extra* War Bonds in September.

Extra, mind you—for *everybody!* No man or woman can hold back. No man or woman can point to his previous buying and say, "They don't mean me!" No man or woman can say, "I'm already lending 10 percent or 12 percent or 20 percent—I'm doing enough!

Sure—it's going to hurt. It's going to take more than spare cash this time—more than just money that might have gone for fun. It's going to take money we have tucked away. It's going to take part of the money we've been living on—money that might have meant extra shoes or clothes or food! Money that might have gone for *anything* that we can get along without!

Sure—it'll be tough to dig up that extra money. But we've got to do it—and *we will.*

We'll do it partly because of the look that would come over the faces of our fighting men if we should fail. We'll do it partly because the cheapest, easiest way out of this whole rotten business is for everybody to chip in all he can and help end it quickly. We'll do it partly because there's no finer, *safer* investment in the world today than a United States War Bond.

But mostly, we'll do it because America is right smack in the middle of the biggest, deadliest, dirtiest war in history.

And we're Americans.

Bond Deliveries Prompt

The delivery of your bonds to you in this drive has been greatly expedited in comparison to previous subscriptions. Mr. J. B. Perkins, issuing agent, has a plentiful supply of bonds of the various denominations and is prepared to make bond deliveries within a few days.

(*Continued from page one*)

I would like therefore to discuss this War Loan with you as friends and associates. You undoubtedly know that the plans for this current campaign were not just the work of the Treasury Department alone. Many Federal Departments, including the Army and Navy, have had their representatives participating in the preparations for the drive, offering suggestions for its success. And from these meetings, from these discussions, we have learned what an amazingly large part you employees of the Government Printing Office have played and are playing in the war effort.

Take the Third War Loan Campaign itself as an example. Of course we knew that on very short notice you did the printing for the largest program of its kind ever attempted. You had to do the job on short notice, because most of the work could not be placed until the whole program had been developed and approved. Yet you gave us 50 million two-color folders 17 days after we placed our order. You gave us millions of posters, sales manuals, forms, all in a period of about 3 weeks. This huge printing job, which looked almost impossible in the time allotted, was accomplished through your efforts. We have evidence therefore that you can do a job when the country calls for it.

From our discussions on the War Loan Drive with other departments, we learned that the job you did for us was by no means an isolated case. The OPA has told us how hundreds of millions of ration stamps which you printed make it possible to ration food and other goods so that our soldiers at Naples and Salamaua can have what they need.

Agriculture tells us how you help put in the crops, get them harvested and even do canning and preserving through your printing for farm and factory.

We learned from some of our generals the vital importance of your manuals in the training of our men. The bombardier flying over Berlin uses a bombing table printed here and the navigator and pilot would be lost without your navigation charts. The helmsman on a destroyer in submarine-infested waters steers not only by the stars and his compass, but also by charts and guides made in your photoengraving section, set in your composing room, run on your presses, bound in your bindery, packed by your shippers and carpenters and started toward their destination by those who man your trucks.

Today every American is doing his job better—is a better worker, a better soldier, a better American—because the Government Printing Office tells him, in instruction booklets, by means of posters and in dozens of other ways how to do his part in this war. And you have shown him how to defend America, not least of all, by your own example in working and saving, but in fighting, with 1,800 Government Printing Office men and women serving under the Stars and Stripes.

The matter of subscribing to the Third War Loan is one between you and those men out there offering their lives that we may have peace and happiness. This matter directly concerns you and the future of America. You know that this Nation has committed itself to fighting this war to an unconditional surrender of its enemies, and that is what it is going to do. You know, too, that this is going to cost thousands of lives, a staggering amount of equipment, and billions of dollars.

This war is costing us, right now, 10 million dollars an hour, every hour of the day throughout every day of the week. But regardless of the cost, we have got to win. Nothing else matters now. In order to win we must provide the tools of victory.

You have already seen a gradual rise in prices. If the people continue to spend their money—continue to outbid each other for the things that are left for sale, we will have greater inflation and a spiraling of prices that will cause the money you earn or have saved to be worth but a small percentage of its former value. By investing all your spare money in War Bonds you help your Government in purchasing essential equipment for our boys on the many fighting fronts and at the same time you help it to control inflation.

Most of the employees of the Government Printing Office have worked here for a long time and many of you are fairly sure of your jobs after the war is over. You will find it a fine thing to have this little bond nest egg to add to your savings account or to your retirement fund. Those of you who are employed on a wartime basis may find that your bond money will come in mighty handy to tide you over until you can get adjusted to a peacetime job. From your own individual viewpoint, there can be no argument against buying War bonds.

I know of your reputation for contributing to the Red Cross and to many other charitable or patriotic movements in which you believe.

(*Continued on page three*)

TREASURY DEPARTMENT
WASHINGTON

August 19, 1943.

Dear Mr. Giegengack: As you know, the Government is now spending at the rate of 7½ billion dollars a month for war purposes; in order to reach the budget estimate these monthly expenditures will have to average 8½ billion dollars. During the Third War Loan Drive, which commences September 9, the Treasury will undertake to raise the large sum of 15 billion dollars to take care of the major part of the financing of the war during the next few months. Of the 15 billion dollars about 5 billion dollars must come from individuals and personal trust accounts. To get this money, we must reach every person with an income or with extra money from any source.

During the last 6 months of this calendar year, we must sell nearly twice as much in bonds to individuals as we did in the first half of the year. We will have to sell bonds to nearly every man, woman, and child in America. We must go from house to house, from bench to bench in factories, and from desk to desk in offices.

An undertaking of such magnitude requires the fixing of quotas for the various States and local communities. These quotas necessarily must take into account sales by the Government to its own employees.

The gross monthly pay roll of the Government for civilian employees is approximately 522 million dollars. This amount will undoubtedly be augmented in many cases by income and extra cash, however small, which had accumulated from previous earnings and other sources. To reach our goal we must sell about 156 million dollars of War Bonds to Federal employees during September, of which roughly 40 million dollars will come through pay-roll allotments and the balance of 116 million dollars from extra cash sales during the drive.

In order to place all departments of the Government on a uniform basis, these 116 million dollars have been allocated to the various departments, the quota of the Government Printing Office being $417,000. Proportionately, this quota is somewhat less than the per capita amount which we must get from individuals generally, allowance having been made for circumstances surrounding Government employment and the fact that Government employees have not benefited so greatly through salary increases during the war.

I realize that we are asking for a lot of money, but the demand is not out of proportion to the need, and certainly the inconvenience which an extra bond purchase may cause is by comparison small indeed to the sacrifices which are being made every day by our armed forces on the battle fronts.

I would appreciate it greatly if you would make an effort to sell an extra bond during the September drive to each of your employees. The Treasury has had considerable favorable experience with the fine and efficient officers who have charge of the bond organizations of the various departments, and I am convinced that they are capable of reaching their respective quotas without causing undue hardship to individuals. To do this, of course, would require the full support and interest of the heads of the agencies concerned. That's what I am calling upon you for now.

Most sincerely yours,

H. Morgenthau, Jr.,
Secretary of the Treasury.

Honorable A. E. Giegengack,
Public Printer,
Washington, D. C.

See Your Collector . . IF HE HAS NOT SEEN YOU

BINDING DIVISION

Office of Superintendent

Group 197

DOROTHY K. BECK
Collector

Florence R. Clarke
Mary H. Goodyear
Joseph R. Grabiner
Edna V. Haber
Monton C. Harman
Margaret T. McMahon
Thomas G. Maloney
Mildred C. Nolte
Hunter H. Payne
William O. Wheeler
Firman J. Dodd
Charles A. Patterson
Ernest L. Pinn
Frank L. Sellin
Charles P. Sowers, Sr.

Book Section Day

Group 198

HENRY F. KEHOE
Collector

John W. Ahearn
Niels Andersen
William H. Augstein
Robert Beresford
William J. Bledsoe, Jr.
John E. Bordugowsky
Hugh S. Brown
George A. Grill
Henry D. Hoomes
Patrick F. Johnson
Andrew H. W. Knernschield
Oscar W. Krakat
William M. Leibold
Samuel Loeb
Thomas J. McCabe
John J. Monaghan
Matthew D. Morrissey
Benjamin F. Sollers
Gerald L. Whelan

Group 199

EDWARD R. CLARKSON
Collector

Clarence F. Alexander
George Anderson
Ira D. Barber
David D. Brown
James P. Charnley
Gerson Chilmann
Robert W. Harman
James J. Harris
Richard A. Janifer
Francis H. Langdon
Jerry Lyons
Clarence G. McCarthy
Johnie B. Mathis
Walter A. Powell
Joseph Reuter
Harry K. Rinker
Earl Robinson
Hugo Thomsen
William A. Waller
Clarence K. Washington
Joseph R. Weiss
Rudolph A. Wilkinson

Group 200

WILLIAM J. SCHMUCKER
Collector

Herman B. Apple
Thomas J. Barnes, Jr.
George C. Belsinger
Albert A. Cannizzaro
Joseph J. Cloeren
Edward D. Curtis
Arthur A. Daniels
James D. Harper, Jr.
Charles S. Hawkins
Marion W. McDonald
Joseph J. McGlynn
Robert T. Morgan
Charles E. Mulhall
James C. Murphy
John I. Norman
Charles O'Brien
Norman D. Paine
John J. Sessa
John E. Simms
Joseph Sodd
Charles R. Williams

Group 201

GENERAL COONCE
Collector

Joseph A. August
Otho R. Baker
Walter V. Brandenburg
John Buckel
Anthony C. Bufinsky
Robert Griffith
Alvin H. Hardt
Harry Heck
James A. Kelly
Joseph F. Kolos
Alwin E. Kroh
Joseph G. McCarthy
Arthur S. McKenna
Robert B. Marr
Claude M. Morris
Robert H. Perry
Charles Springer
Hyman Stein
Carl R. Waechter

Group 202

FRANCIS J. KENNY
Collector

Harry C. Arnold
Roger N. Browne
Willie Chiles
Carroll J. Edmondson
Charles K. Fischer
Charles H. Green
Frank L. High
Catherine R. Krouse
Howard A. McClosky
James G. McDonald
Esther B. Marten
Benjamin Miller
Willard A. Oldfield
Francis Orlando
Frank E. Riedel
William Schellberg
Carroll E. Tibbs
James J. Tutwiler
Alberta G. Walter
Benjamin Wenit

Group 203

PATRICK FOGARTY
Collector

Maude W. Allison
Charles N. Behr
Dorothy A. Boteler
Edith G. Broad
Marie S. Buehler
Carl J. Caputo
Katherine G. Dawson
Sophie T. Droney
Harry L. Hancock
Paul D. Hiser
H. Kenneth Kingsbury
Louis E. Krause
Edmund C. Kritch
Emmett M. Lanier
Stephen J. Lukacs
Robert Lunow
Salvatore A. Lupica
George A. McGoldrick, Jr.
William W. Maloy
Harold V. Pefferle

Group 204

BEATRICE S. CHRISTIAN
Collector

Helen T. Bald
Marie A. Barry
Dora C. Brickman
Pearl L. Coltrane
Daisy S. Donfrio
Eva G. Dziamba
Mrs. Sarah S. Farley
Esther M. Felter
Marie S. Ferguson
Marie S. Fitzsimmons
Grace D. Fling
Alma P. Gooding
Annis Graham
Theresa C. Harban
Margaret F. Higgins
Clementine L. G. Hillebrand
Marie K. Hudson
Ermie S. Hurley
Emma H. Jenkens
Florence B. Lindquist

Group 205

SEABORN D. JONES
Collector

Ernst W. Bittner
Joseph V. Concelia
Alfred W. Dalseg
Ruby A. Davison
Weltha B. Doughty
William G. Gale
Frank M. Kiefer
Margaret Logan
Frank Mason
Patrick J. Norton
Jacinto Parong
Alwilda H. Pierce
William D. Plane
Otto P. Renz
Max Rosenblum
Frank C. Schell
Frank O. Shrodes
Robert Slert
Anna R. Sowerbutts
Harry E. Steingrebe

Group 206

ROBERT O. JOHNSON
Collector

Karl Bjoland
Connieway Bullock
Sylvester Burrows
Leroy Clark
Carl A. Cobbs
Rudolph Coleman
Thomas Cook
John J. Couch
John B. Crouch
Clinton T. Davis
George L. Fisher
Joseph A. Fox
Vester B. Gaines
David George
Dotson T. Girard
Bert Golden
Colon Graham
Lewyl A. Greeson
Lorenzo A. Hawkins
Richard C. Jackson

Group 207

AZALEA R. MARDEN
Collector

Lorraine V. F. Booker
Margaret H. Copeland
Olive G. Dean
Nina O. Grimes
Myrtle Hensley
Laura W. Higdon
Gertrude C. Lehman
Johanna S. Lehmann
Eva L. Little
Mary F. Logan
Corinna M. McAbee
Louise F. Mann
Mabel K. Mobley
Ethel N. Moore
Edna B. Niagara
Helen M. Nolan
Mary F. O'Keefe
Willie B. Pewitt
Cora R. Pitts
Lottie Rossett

Group 208

THELMA PYLES
Collector

A. Regina Brown
Anna Edelin
Beulah Johnson
Beatrice A. Latimer
Ella S. Lee
Harriet C. McKeon
Bessie E. Nicholson
Hattie Richardson
Bertha P. Sheppard
Alvamae P. Small
J. Russel Smith
Hedwig A. Smolinski
Ethel M. Thomas
Anna S. Wallace
Montague B. Wallace
Wilhelmina M. Wallace
Natalie H. Washington
Mary A. Whitehurst
Ernest T. Williams
Jack J. Wood
John L. Woodard

Group 209

JOSEPH M. DAY
Collector

Colin C. Macaulay
Ray J. Mattson
Frank G. Miller
Harry A. Miller
Henry T. Moore
George Rad
Joseph W. Radzwell
William J. A. Rapp
Martin J. Reilly
Edward Richmond
James Roediger
Frank J. Sacha
Albert Settino
Francis W. Sullivan
David Swerdlow
Walter J. Tarnacki
Michael H. Tassinari
Louis G. Weeber
Albert K. Williams
Jennie O. Winfield
Edward Young

Group 210

MARY O. WELSH
Collector

Marion J. Brown
Owen Hardy
Serena A. Lancaster
Harriet W. Moore
Margaret I. Murphy
L. Edna Rae
Edward Robinson
May F. Robinson
John W. Saunders
Mary P. Schupbach
Bertha K. Schweizer
William O. Speaks
Helen Standard
Katherine B. Stanford
Richard V. Stewart
Ora B. Strader
Jennie S. Talbert
Kelly B. Thompson
Mary M. Whelan

Cutting and Packing, Day

Group 211

DOROTHY MONTAGUE
Collector

Thomas H. Atkinson
Raymond Bein
Oscar B. Benson
Earl E. Bradley
Thomas L. Brown
Eugene T. Butler
John H. Chapman
Thomas H. Clark
Richard A. Dandridge
John H. Dickens
Charles F. Fowler
Charles Freeman
Donald P. Gauntt
Roland D. Hayes
Iverson G. Kelley
F. J. Moore
L. Mugg
B. Sweetney
H. Toney

Group 212

CLARICE HALES
Collector

Edward C. Baker
Francis B. Beckwith
Samuel M. Biggs
Joseph Cassell
Hugh L. Gilchrist
John Harris
Milton E. Harris
Herbert L. Luckett
William H. Mankins
Philip K. Owens
Franklin P. Parker
Frank C. Ripley
James C. Rodgers
Warren N. Smith
Elmer S. Spriggs
Edwin C. Thomas
David A. Wills
Joseph H. Hurley

Group 213

VIOLA N. BARBER
Collector

Daymond Harrison
Leon Henderson
James Johnson
Henry W. Kneipp
Ben Knight
Walter J. Lester
Henry W. Minor
Hosea Mixon
Edward H. Murphy
Lindsay C. Murray
Henry T. Peterson
Harold T. Phillips
Roscoe E. Pratt
Nathaniel L. Qualls
James Rembert
Hugh C. Russell
John C. Russell
Dennis C. Wilson
Harry G. Wilson
William Wolff

Blank Section, Day

Group 214

MARIE M. CASHION
Collector

Lucy G. Abner
Mary B. Barbour
Louise B. Boardman
Margaret B. Botts
Ruth R. Brown
Elizabeth Burchell
Grace B. Cling
Alvina E. Cloeren
M. Leila Crawford
Winifred A. Curry
Raymond M. Curtis
Margaret A. Driscoll
Billie R. Dungan
Blanche R. Faulkner
Anna B. Fisher
Alice M. Gorman
Ella V. McDonald
Mary K. Tull
Pauline M. Meirink

Group 215

ESTHER L. MOORE
Collector

Fred D. Anderson
Storer J. Baltimore
Rosa J. Shields
Addie B. Shipman
Nettie J. Simms
Franklin Smallwood
Walter Smith
John W. Stewart
William T. Thomas
Dorothy H. Thompson
John P. Tucker
Linwood W. Waddy
Viola B. Welch
Edythe S. Wilbert
Evelyn V. Williams
Eugene Sarders
Clara Cheeks
Veramae Perez
Eva Johnson
Thorman Jerry

Group 216

ELIZABETH A. DONOHUE
Collector

Naomi M. Alsop
Jack Brickel
Blanche E. Cannon
William A. Devine
Helen T. Festler
Leslie L. Freeman
James F. Gannon
Alonzo F. Jones
Annie E. Nowell
Charles B. Quade
Mae S. Robinson
Martin L. Rosen
Julio P. Soldano
Chester J. Strong
Harold G. Tarbox
Irma N. Thompson
Joseph Thompson
Rebecca F. Wallace
Agnes B. Williamson
Harry Wilson

Group 217

JOHN H. MACCLANE
Collector

Eddie F. Tavel
William S. Ballinger
William J. Bires
Edward S. Goffney
Harry P. Gunn
Walter F. Harris
Francis J. Hart
Harvie L. Hatch
Thomas M. Hollidge
James E. Homeyard
Joseph J. Isolato
William J. McCarthy
Curtis E. Meiner
Rufus H. Parker
Edward Petithory
Daniel J. Ryan
James E. Shea
Sidney Smith
Norwood C. Williams
Henry C. Wollitz

Group 218

FRANCIS L. DICKERSON
Collector

David S. Barbour
Driffie Blakeney
Amelia E. Bryant
Geneva Denney
Theodore R. Eubank
Gladys W. Giles
Frank G. Guy
Charles L. Hawkins
Sherman Hill
Marietta P. Howard
Rubie K. Lucas
Daisy B. Murphy
James E. Oxford
Columbus S. Patton
Elizabeth E. Randall
Willodene Satterfield
Teresa J. Scott
Ulysses O. Scott
Griffin Shaw
Anderson Taylor

Group 219

BLANCHE L. JOHNSON
Collector

Henry A. Bazemore
Frederick Bush
Clarence M. Bray
Leconus M. Cyrus
Orville C. Frye
Robert H. Greene
Earhart M. Hollins
Lafayette F. Lanham
Percy J. Samuels
Sylvester Thomas
Charles E. Watson
Edward G. Williams

Group 220

HARRY R. PREUSSE
Collector

Henry W. Beatty
Neale G. Biggs
Andrew G. Borngesser
John L. Castelli
Basil L. Farmer
Joseph J. Finn
Clinton F. Gerhardt
Anna N. B. McKevitt
Ernest Machler
Edward J. Mohun, Jr.
Newton E. O'Dell
F. Earl Polk
Max Riger
Henry P. Schlauss
Bennie S. Shorter
Edward H. Shuman
Herbert A. Silvernail
Walter M. Tibbs
James A. White
Hamitt J. Wilson
William G. Guntrum

Group 221

ELSIE MCI. MILLER
Collector

John D. Bowman
William E. Burroughs
Frank Howard
Philip E. Hughes, Jr.
Arthur Ogden
Edward L. Payne
Robert L. Payne
William Sandidge
Lee Scott
Ernest P. Strother
Gabe H. Strother

Group 222

UTHIA S. HORSTMAN
Collector

Herbert A. Bullinger
Aline Chaffee
Stephen E. Coles
William G. Collins
Albert L. Duerr
Joseph G. Ferrier
Mary A. Fields
Clyde M. Fryer
Oscar W. Gearhart
Robert H. Green
Bertrand Hutchinson
Robert Jones
Ernest L. Kirner
James I. Kurtz
Harry C. Parker
Paul M. Rauser, Sr.
Raymond Reed
Lawrence T. Rohan
Mable M. Schmucker
Ernest J. Schutt
Charles R. Simpson
William A. Smith
Frank N. Strick
Ernest R. Taylor

Group 223

LULA S. MURRAY
Collector

Marie M. Casbion
George A. Fischer
Cecile M. French
Elna Gibson
Marguerite M. Harris
Alexander D. Hart
Lois C. Herrmann
Mary E. Jackson
Elizabeth E. Key
Josie M. Krieg
Hazel D. Lambert
Evelyn M. Limerick
Marion D. Long
Henrietta Lundy
Ada G. Lusby
Ellen F. McCarthy
Carrie L. Meyer
Elcanor W. Miller
Viola H. Morrow
Ethel Gates

Group 224

IZELLA V. CROOK
Collector

Robert C. Johnson
Blanche A. Pearson
Loretta G. Rainey
Edith B. Reed
Catherine M. Rinn
Jennie O. Russell
Helen S. Sando
Agnes O. Sears
Martha M. Sinclair
Eglah P. Singleton
Marian S. Smith
Marie M. Summers
Myrtle A. Todd
Helen Ueckert
Louise E. S. Veneziani
Lena H. Voss
Dorothy B. Ward
Helen S. Weaver
Amanda V. White

Pamphlet Section, Day

Group 225

PRISCILLA T. WILKES
Collector

Maymie H. Adams
Lolemay Austin
Francis Birge
Eula M. Brewer
John F. Bromley
Louise D. Cunha
Charlotte M. Davis
Julia Dwyer
Ethel E. Ferguson
Mary B. Freeman
Lawrence Green
Martha G. Johnson
Mary E. Kefauver
Ida Mae Lancaster
Mary N. Lancaster
Marie R. Landry
Cecilia M. Lang
Elizabeth C. Lawson
[illegible] McMillion
[illegible] Middleton
Emily J. Minor
[illegible] Morris
[illegible] M. Noonan
[illegible] P. Polk
[illegible] M. Rost

Mary G. Richardson
Myrtle G. Sheets
Sadie T. Sweetman
Pearl W. Walker
Irene G. Williams

Group 226

GLADYS E. KROLL
Collector

Walter S. Ahlberg
James H. Ballard
William Bohne
Dorothy L. Bounds
M. Lars Bronstein
Aaron Brooks
John H. Carter
Nettie S. Clift
Ida B. Cooke
Bessie Crone
Lee A. Daughtry
Violet F. Dietrich
Grace D. Feger
Ida A. Fitzpatrick
Charles C. Geyer
Lona C. Heck
Sherman M. Jackson
Lillian S. LaBonville
James E. Lockwood
Daniel F. Longley
Elizabeth E. Marton
Catherine K. Myers
Lula R. Pumphrey
Katherine B. Rau
Francis H. Rueth
Sidney Solomon
Conway G. Thomas
Stanley W. Thomas
Elijah H. Tindel
Clarence M. West
Francis E. Griffin
Henry W. Petty
Max H. Schwartz

Group 227

VICTORIA M. NASELLA
Collector

Isabelle B. Aiken
Hortense T. Anderson
Paul Beck
Eva D. Bothwell
Eleanor P. Dwyer
Estelle J. Evans
William Fowler
Alvin E. Fuller
Eliza J. Graham
Mabel W. Green
Francis J. Gregory
Oscar Holt
Grace W. James
F. Louise Madella
Rosa C. Morton
Henry C. Pough
Virgie Schuhard
David A. Tubbs
Ethel M. Vandavell
William C. Wandersee
Mattie B. Williams
Bernard Wilson
Annie B. Wimberly

Group 228

CATHERINE P. PEFFERLE
Collector

Myron O. Alber
Wm. Bailey
Beulah R. Barton
Elizabeth C. Bazatta
Ben Bennett
Dewey G. Bennett
Carrie W. Bester
Delbert V. Boutwell
Rhoda D. Bowen
Robert M. Boykin
Mamie L. Bradley
Carl E. Broadus
Charles F. Brown
Joseph C. Bunch
Robert B. Burke
William J. Butler
Charlotte Chapman
Mary W. Cheeks
Ralph M. Cooke
R. Lee Cooksey
Frances M. Coran
Alexander J. Hogan

Group 229

EDITH W. LYLES
Collector

Audie R. Amato
Etta B. Argenbright
Minnie C. Barker
June K. Berrios
Anna C. Burton
Anna E. Byrnes
Helen M. Chamberlain
Mary D. Crown
Edith Y. Dore
Elizabeth A. Egan
Mary A. Finn
Mary T. Fletcher
Elsie B. Gallagher
Helen S. Geisendaffer
Marie D. Gill
Lillian T. Giusta
Josephine Goodson
Charles M. Greene
Richard C. Hill
Helen C. Jefferies
Mary E. A. Jones
Elsie R. Wick

Group 230

ALBERT G. GIANOLY
Collector

Richard O. Aust
Walter A. Barnes
Harry C. Barnum
Joseph Blendman
Charles L. Burley
Clarence R. Bush
Richard A. L. Contee
August J. Daschke
McKinley W. Greenfield
William J. Harrover
John T. Hill
Theodore R. Johnson
Albett S. Johnstone
David Klau
Robert R. Nelson
Allan G. Northem
William H. Nicholls, Jr.
James E. Proctor
Charles A. Rogers
John F. Ross, Jr.
Preston O. Russ
James E. Samuel
Joseph N. Saunders
Chester B. Simms
Albert E. Valentine
Clarence Washington
Peter Washington
Churchill J. Wood

Group 231

NORMA J. BROWN
Collector

Mary H. Banes
Henry C. Bungie
Lillian C. Campbell
Theodore L. Carrick
Thurman C. Carrick
Lillian H. Cole
Ruth I. Edmonson
Alfred A. Edwards
Elsie G. Johnson
Willianna C. King
Geraldine Kitchings
Amanda S. Monroe
William R. Parker
Hazel D. Pratt
Helen Raymond
Richard P. Reed
Maude B. Taylor
Mary C. Waters
James Williams
Gladys Wilson
Theodore H. Young

Group 232

JOSEPHINE T. CONNORS
Collector

Anna O. Baumon
Florence B. Brown
Eva M. Cole
Mildred V. Dorsey
Nettie E. Farish
Edna L. Fletcher
Helen G. Foresta
Nannie S. Gray
Sarah R. Hall
Annette Harris
Grace C. Johnson
Jessie M. Lewis
Mary P. Mooney
Rozena Nightingale
Vivien E. Pelham
Lillie M. Slye
Laura P. Small
Henrietta C. Volz
Dorothy B. Wilks
Marie Boyd
Eulia Allen

Group 233

EVA E. BRADLEY
Collector

Margaret W. Dent
Walter H. Gerdes
Jerome Glassberg
Leonard J. Grant
Pearl H. Haynes
Alexander H. Hill
Katherine F. Hudson
Marion S. Hunter
Carl A. Johnson
Howard L. Kent
Melvin E. Lawson
William S. McPherson
Roy W. Mason
Benjamin F. Myers
Alexander Myles
George Owens
Violet K. Ramsey
Vivian V. Richardson
Alice S. Ryon
David Steingart
Trellie F. Stewart
Emma B. Swann
Elizabeth Waer
Myrtle M. Webb

Group 234

MAXINE L. KREEGER
Collector

Irene M. Bridge
Rayford W. Byrd
Thelma N. Hackenberg
Lawrence L. Haley
Francis J. Henderson
Grace Hensley
Wiley D. Hunt
Emma B. Hutton
Lorene E. Johnson
John R. Kletter
Helen B. Knapp
Naomi D. McDowell
Mary G. McKenna
Margaret D. Moran
Mildred A. Moser
John J. O'Connor
Fred D. Peterkin
John H. Randall
Ligeia R. Slaughter
Otho G. Smith
Mary C. Topp
Matilda P. Wilkins
Claudia S. Yarborough

Group 235

THELMA E. THOMAS
Collector

Lloyd Butler
Clinton Chapman
James I. Comer
Nathaniel Curtis
George Davis
Lilliam A. Frazier
Bettie H. Garner
John Gray
Lulilla B. Hamilton
Ethel D. Hawkins
Gwynn M. Jones
Henry M. Marchman
Susie E. Richardson
Jessie S. Samuels
Grodis Simons
William S. Smith
Grace M. Stanton
William Temberlake
L. Smith
L. Mabry

Group 236

MARY C. GUILIANI
Collector

Laura B. Church
Edna V. Cochrun
Hetty M. Council
Sallie A. Deale
Walter M. Geese
Mary F. Hardison
Sydney G. Hudson
Hiram J. Jackson
John L. Lane
Elrita P. Lyerly
Edward J. McGrattan
Alvin W. Neisz
Richard G. Peterson
Flora T. Plack
Stanley W. Redding
Lida M. Reid
Anna T. Schmitz
Edith S. Smith
Bessie M. Sunday

Group 237

PATRICK F. GANEY
Collector

Inez B. Cornwell
Waverly L. Crawford
Guido P. Criscuolo
Roy T. Critchfield
William D. Cypress
Kenneth M. Davis
Lillian Dickson
Theresa Dove
James I. Ellis
Irene D. Elmore
Lawrence W. Farwell
Anthony L. Fischer
Ella N. Fitzgerald
Mary L. Flester
Mary B. Fletcher
E. Russell Gillette
James W. Gobbett
Otis Gordon
Edward P. Greene
William J. Grennon
Alan E. Hill

Group 238

JOHN F. RAMMER
Collector

Robert F. Cupid
Morgain E. Dodson
Alfred Ford
Arthur Foster
Willie B. Lynn
James M. Marshall
Herbert Payne
Charles H. Proctor
Layton K. Sawyer
Charles A. Schana
John W. Spriggs
Vollie Wiggins

Group 239

EDITH A. HUDOCK
Collector

William L. Daniels
Leroy Donaldson
Earnest L. Eure
Wilbert H. Gibson
William J. Glover
William H. Hensley
James E. Killeen
Harold C. Leonard
Arthur Logan
Lee C. McKune
Floyd E. Parker
Julia T. Reed
Thelma B. Scheel
Michael A. Shea
Sidney S. Sherman
Theo R. Smith
Susie Tavel
Gladys M. Waechter
Anne C. Weber
Denny J. Westover
S. S. Lustsky
W. Ivey

Group 240

HELEN J. DARLING
Collector

Edith S. Kneipp
Mary F. Knight
Rose R. Macready
Sam Marshall
Bertha M. Maxwell
Florence E. Mullikin
Grace P. Page
Abbie W. Le Preux
Anna L. Regan
Ruby H. Reilly
Edna W. Rochford
Rose C. Rosenthal
Marie R. Schmelz
Marjorie S. Smith
Nellie T. Smith
Hazel M. Starr
Lena R. Vierbuchen
Milton Williams
Mary N. Wright

Group 241

JOHN C. HOWARD
Collector

Louis H. Hall
Milton Hill
Ida E. Holmes
Carter C. Hoyle
Sallie P. Hudgins
Margaret D. Jackson
Cora M. Johnson
Walter G. King
William T. Kinsey
Nora L. Kueffner
Elsie M. Lansdowne
Violet M. Larsen
Jimmie E. Lee
Emma O. Lester
Herbert E. McCartney
Hugh T. McGarvey
Walter L. Maloney
Robert H. Marshall
Alice R. Mason
Thomas L. Mattingly

Group 242

MABEL A. STARBARD
Collector

Gertrude J. Collins
Homer R. Medlock
George B. Minor
Jack L. Morris
Frances P. Newman
George L. Norton
Emmett J. O'Neill
Mrs. Eleanor B. Pearson
Mabel B. Peterman
Harvey A. Peyton
Wendall Plair
Clarence L. Porter
Francis K. Powell
Mary E. Quigley
Frank M. Register
Viola B. Reid
Walter J. Relihan
Audrey P. Rider
Beulah R. Rose
Mina H. Ross
Elma Simmons

Group 243

THERESA H. MAYS
Collector

Violet A. Hall
Waverley E. Scott
Julius F. Sell
Myrtle B. Smith
Paul B. Snyder
Irene Speaks
Olive E. Speaks
John Stangler
Wilbur J. Sylvester
Ewing H. Tavel, Jr.
Clarence M. Thomas
Wilbur Thompson
Colby Titus
Gladys B. Towles
William E. Toyer
Frank Turano
John J. Ward
Ithama S. Wright
Thelma R. Yeatman
Gertrude F. J. Zachary
Sterling Tavel

Cutting and Packing, Intermediate

Group 244

ERNEST V. DOUGLAS
Collector

Jessie B. Anderson
William H. Banks
Fannie G. Berry
Henry Bush
Ernest F. Coleman
Lillian H. Coleman
Thomas Crawford
Susie A. Davis
Joseph G. Dennis
Ernest V. Douglas
Mildred B. Eisby
James C. Ellis
Ruth E. Faison
Rebecca D. Garnett
McRoy Goldman
Anna P. Hayden
Ivory Johnson, Jr.
Clarence Landy
Claude McGilvery
Catherine S. Saunders
Eugene Stephens

Group 245

CHARLES E. NORRIS
Collector

Felix Bailer
John A. Bozzella
Hugh D. Curtis
Charles Issing
Frank W. Lampertz
Stephen A. Lazorcak
Stephen M. Petretic
Eric T. Rasmussen
Edmund O. Reuter
Robert J. Royster
Walter A. Schindler
Paul Schneller
Glen C. Shaver
Bradford L. Taylor
Frank W. Upshur
George M. Washington
Ellen Whitemore
Herbert D. Williams

Group 246

CHARLES J. FACEY
Collector

Konrad Bailer
James T. Bailey
Louis H. Bieligk
Stanhope N. Booker
Louise Cagnolo
Donald W. Casey
Marie T. Cole
Charles R. Davidson
Andrew N. Davis
William D. Delong
Edward Graf
Raymond H. Johnson
Raymond Kidd
Joseph Kumbar
Edward T. O'Leary
Lamuel Reed
Samuel Risk
Handy Robinson
Cicero H. Sims
Ival S. Skinner

Group 247

LAWRENCE A. TRIMMER
Collector

Benjamin S. Brooks
Alva T. Clifford
Goldie B. Day
Warren B. Griffin, Jr.
Beulah G. Hall
Benjamin F. Harris
Arthur J. Hawkins
Mae G. Hazzard
Eliza M. Hocker
Susie A. Holliday
Edward F. Hughes
Matilda J. Jackson
Mattie B. Jackson
Henry S. Johnson
Mary J. Mallory
Geneva M. Stubbs
Vivian Tansimore
Sarah F. Taylor
Lawrence A. Trimmer
Maude G. Worrell
Annie L. Yancey

Group 248

HARRIET M. OHNEMUS
Collector

Agatha Carpenter
Anna S. Carroll
Charlotte E. Coaxum
Lloyd G. Cummings
John L. Dippach
Addison H. Glubka
John H. Harner
Earl G. Heddleston
Olga S. Hinman
Mariah E. Johnson
Maude P. Johnson
Henrietta T. Lane
Dorothy M. McCombs
Katherine J. McKee
Earl Moton
Constantine F. Novicke
Mary J. Perry
Alice U. Scott
Angelo Silverstein
John W. Stewart

Group 249

BETTY LACY
Collector

Katherine B. Curtin
Frederick Myers
Lillian P. Plumer
Meriam Rolles
Esther L. Sales
Aldo D. Sansalone
Ethel B. Sheehan
William M. Taylor
Alice Trainor
Cecelia M. Trunk
Elmore N. Watson
Mitchel Welch
Frank Whitaker
Donzell D. White
Ida B. White
Aretha C. Williams
Lawrence E. Williams
Thomas Williamson
Clifford E. Wood
Claudia B. Zapel

Group 250

PEARL T. GILLETTE
Collector

James H. O'Hagan
Ethel H. Valentine
Evelyn H. Van Pelt

Pamphlet Section, Intermediate

Group 251

MAGDALENA N. BALKA
Collector

Florence M. Adams
Sallie T. Atkisson
Magdalena N. Balka
Tereta S. Boyle
George J. Chouinard
Calpernia H. Cooper
Dorothy C. Darling
Alberta H. Davis
W. Eva Doke
Dorothy G. Fox
Carrie T. Johnson
M. Lavinia L. Jordan
Joseph Keehn
Lucille F. Lloyd
Elizabeth M. McCafferty
Theodore E. Mancke
Jennie Okun
Frieda F. Pollack
Myrtle T. Washington
Howard Jernagin

Group 252

SADIE G. CAVENDER
Collector

Albert Allen, No. 2.
Rozena C. Armstead
Theresa J. Blair
Mamie P. Botts
Ruth A. Brown
Edward N. Colbert
Robert J. Correll
Howard F. Davis
Evelyn A. Dixon
Eula W. Farrall
Jean A. Franson
Lawrence Hawkins
Margaret P. Heelan
Catherine C. Hosey
Ida L. Karpincus
George V. McDowell
Emily F. Marut
Margaret R. Norris
Frank J. Berres
Annie H. Tilley

Group 253

ELLA N. WHITE
Collector

Leah B. Andrews
Morris H. Berstler, Jr.
Essie B. Black
Annie M. Boston
Daisy H. Calvert
Mammie A. Davis
Elsie M. Harman
George W. Jeffers
Mamie L. Lavengood
James R. Lepp
Robert L. Lohmeyer
Edward P. Nolan
Herbert J. Rottman
Joseph D. Tevis
A. Vance Walker
George R. Waller
Ernest A. Watson
Ella N. White
Sidney Zeig
Sarah C. Braddy
Alfred Robeson
William J. Carpenter

Group 254

VERA I. BERNARD
Collector

Theobald J. Baas
Vera I. Bernard
Alice H. Best
Roy E. Bowles
Matthew Bold
Roy E.. Bowles
Harry A. Breedlove
Minerva L. Burns
Maurice F. Cavanaugh
Helen D. Corridon
William A. Dempsey
William A. Echols
Philip E. Hansborough
Peter Kaiser, Jr.
Hyman M. Kaufman
Russell F. Lee
Wynne S. Noel
Harry C. Schoeneman
Benjamin Schwartz
Harvey W. Solt, Sr.
Umberto F. Trani

Group 255

LOUISA S. HERZOG
Collector

Hiram C. Baker, Jr.
Blanche R. Caldwell
Judith W. Courtland
Joseph J. Feger
Gertrude C. Frazier
Marie S. Hall
Louisa S. Herzog
Frank R. Jackson
James V. Jackson
Lawson J. Johnson
Elsie F. Kennedy
Elvira McDonough
Nelle D. Morris
Earl S. Reb
Hilda R. Roesler
Matilda A. Samaha
Mary G. Sharp
Samuel H. Stanford
Adele G. Serdlow
Elsie M. Young

Group 256

WILLIE C. HALL
Collector

Irene F. Baker
Mozella M. Barton
Reita R. Boston
Anna H. Brown
Blanche S. Coleman
Ida E. Dent
Mary D. George
Willie C. Hall
Sallie J. Hilton
Dorothy W. Jenkins
Julia B. King
Ruth W. Lewis
Annie P. Mowery
Annie R. Payne
Viola J. Posey
Algetha W. Quander
Peter M. Quander
Dora A. Scribner
Ida K. Stewart
Ethel B. Turner
Elizabeth G. Witherspoon

Group 257

MARY A. BASLER
Collector

Charles Banks
Mary A. Basler
Frances S. Buffay
Charles A. Davis
Elizabeth M. DeLong
Florence V. K. Dempsey
Helen S. Evans
Edward S. Gray
Shade Hines
Bessie S. McLain
James M. Nelson
Helen M. Pinkney
Henry H. Redrick
M. Mable Ritter
Agnes M. Sheridan
Delia L. Sowder
Alice M. Stickley
Robert W. Towles
Clarence A. Wharton

Group 258

HARRIET N. MCCARY
Collector

Grace A. Bateman
Gladys L. Bonte
Louise S. Brady

Sadie G. Cavender
Lula C. Cole
Mary W. Delay
Carmen H. Doonis
Rose A. C. Fischer
Frances S. Gray
Catherine J. Hushion
Henry G. Hust
William R. Jones
John R. Kelley
Margaret N. Klotz
Marie F. Lucy
Mary Moirano
Martha R. Nugent
Thomas A. Robie
Bessie M. Stratton
Talfourd A. Taylor
Lena M. Werntz

Group 259

WALTER T. STEWART
Collector

George F. Beecroft
Leon Bregman
Edith O. Carlson
Paul C. Christopher
Ella C. Collins
Beulah F. Dantagnan
Ann K. Festler
Raymond D. Henderson
William C. Hollins
Henry W. Howard
John H. Kelly
Nicholas Lion
Lillian L. Malone
Joseph F. Muir
Joseph J. Pivec
Annabel E. Sanders
Lucy B. Serrin
Marie C. Taylor
Norma T. Wannall

Group 260

WILLIA H. DAVIS
Collector

Elizabeth B. Blackwell
Earl N. Brown
James W. Collins
Nora S. Conyers
Jahn T. Cosey
Evelyn P. Craig
Willia H. Davis
Preston Dubose
Charles L. East
William A. Farrow
James H. Foster
Howard F. Francis
Talmage Friday
Marie B. Gardiner
John F. Lee
William A. Lindsay
Mattie C. Ricks
Dozier Robinson
Mary B. Ross
Archie Wynn, Jr.
John F. Wynn

Group 261

ANN E. WHITE
Collector

Helen Blitz
Clara B. Branson
Margaret E. Debold
Julia A. Gallivan
Ruth B. Gallivan
Russell E. Grove
Mavis Johnson
Mae G. Jones
Alice M. Maloy
Ruby S. Meadows
Marion S. Merillat
Isabell S. Metz
Dorothy K. Myers
Edna E. Necker
Margaret D. Roberts
Agnes A. Sadowski
Alice G. Welker
Ann E. White
Alberta R. Wilson
Mary J. Schaefer

Group 262

IRENE F. PETERS
Collector

Elsie L. Bridgett
Juanita Doke
Beulah F. Eavenson
Lottie M. Eckels
Katherine Flynn
P. Hazel C. Ganoe
Anna M. Geehan
Vetta M. Hardy
Azalea E. Hildebrand
Reta G. Johnson
Bertha L. Lannom
Mary T. Leonard
Harriet N. McCary
Ethel R. Miller
Hedwig S. Monahan
Irene F. Peters
Jack C. Richardson
Eleanor F. Sutherland
Marguerite L. Vedel
Beatrice C. Weiss
Josephine S. Wilson
William H. Watterson

Group 263

ALICE G. WELKER
Collector

Charles Bryant
James O. Campbell
Herman J. Carter
Bernett W. Davis
Charles V. Gray
Carroll Henderson
Florence G. Johnson
Inez B. Johnson
William H. Lancaster
James P. Linton
James Marrow
Francis G. Newton
Rudolph W. Parker
Whitt D. Roberts
Keith W. Rowe
Catherine N. Stricker
Edward D. Tatum
Robert L. White
James Wright

Group 264

NELL D. MORRIS
Collector

Lewis Chisholm
Victoria H. Dunican
James M. Edwards
Grace W. Exline
R. Leon Fisher
Charles A. Furtner
Joseph A. Gatta
Harry G. Gilliard
Helen B. Harte
Ray J. Hutcheson
Margaret C. Iglehart
Martin A. Johnson
Birdie B. Lockhart
Thomas R. McHale
Carl E. Micheli
Mae D. Morgan
Rose S. Moudry
Raymond F. Neason
Merrill A. Nelson
Israel Roth
Dorothy W. Schickel

Group 265

RETA G. JOHNSON
Collector

William T. Davis
Cleveland Howard
Lanzie C. Lasley
Betty G. Livingston
Anna R. Miller
William E. Miller
James L. Miner
William D. Reeder
David Reznikoff
Alonzo Rush
Lawrence M. Schindling
Raymond J. Slert
Valerie C. Southerland
Carlin B. Taliaferro
H. Lester Talley
James H. Tyler
Ernest Veney
Thomas E. Vines
Frank Vrana, Jr.
Eleanor A. Weeks
Duane E. Wells
James H. Whitley
Buna E. Wilson
Avery J. Winchester
David W. Yule

Group 266

K. CLEO WILLIAMS
Collector

Ernest R. Eggling
Edward G. Geary
Marguerite P. George
Mary M. Gillin
Gilbert H. Glass
Frederick J. Hauprich
Garland H. Hudson
Pauline O. Lepp
Octave J. Lincourt
Gilbert Lynch
Lennie S. Madill
Jerry Malarka
Irvin W. Marshall
Walter Roots
Joseph Rosasco
Walter T. Stewart
James T. Walker
James B. Wheeler
K. Cleo Williams

Pamphlet, Night

Group 267

ANN W. DENARD
Collector

Ann W. Denard
Agnes H. Harrison
Abe Hart
Wiley H. Harty
Stella F. Higgins
Elnora W. Hill
Christine I. Holton
Oneida Hopewell
Dorothy P. Howard
Jesse Humphries
Walter R. Hyson
John E. Jackson
Ralph C. Jackson
Mary H. Jennifer
Violet H. Johnson
Bernice L. Jones
Eunice C. Jones
Helen E. Jones
Maybelle B. Lewis

Group 268

JULIA P. GODWIN
Collector

Julia P. Godwin
Henry J. McIntosh
John S. McKenna
Isiah E. McKim
Lyle R. McNamee
Fannie M. Mackey
Catherine D. Mansfield
Felicia W. Mapp
William A. Marshall
George W. Martin
Henderson V. Martin
Jalmar Mattila
James Medley
Maxamilian Metzger
Adam C. Miller
Emma Miller
Rosezel N. Miller
Edna C. Milton
Utley Mitchell
Cornelius C. Moody

Group 269

E. STIMPH
Collector

George W. Jordan
Edward J. Simon
Raymond J. Smith
Robert R. Strain
Walter B. Sullivan
Hite W. Sweeny
Ruben Sweren
Ed. Tanner
Edwin J. Taylor, Jr.
Grace Thomas
Corbin C. Thompson
Frances B. Whitley
Bert K. Wiggins
Marshall Woodyard
Ada W. Yates

Group 270

JEWEL MARTIN
Collector

Susie A. Stack
Eileen W. Steinberger
Bertha S. Stewart
Gladys T. Stokes
Albert A. Strothers
Marie A. Sullivan
Elizabeth B. Sutton
Walter Sybot
John H. Thomas
Mamie K. Thomas
Joseph B. Tillett
Samella A. Turner
Gertrude I. Tweten
Mary P. Tyree
Naomi W. Wagner
Armstead L. Walker
Jean C. Wall
Edward M. Walsh
Vincent Walsh
John P. Waring, Jr.
Mary P. Waring

Group 271

LUCILLE PERKINS
Collector

Edward H. Heller
John A. Hemey
James A. Henson
Edna E. Hepburn
Robert H. Hernandez
Virgil V. Hutchinson
Mattie B. Ingalls
Lena J. Jillson
Pearl I. Johnson
Josephine R. Jones
Malcina B. Jones
Thomas W. Jones
Stanley M. Jordan
Vera F. Kidwell
Frances E. Kirby
Mildred P. Knefely
Bertha W. Lomack
Jessie McDaniel

Group 272

ALMA SHARPLES
Collector

James P. Hynes
James A. Jenkins
Arnold W. Johnson
Irving Komack
Ralph R. Lee
Merritt F. McClear
George T. Miller
Ann S. Morgan
Edgar E. Oder, Jr.
Andrew C. Pariso
Thelma S. Payne
Floyd Pelley
Cyrus W. Poole
Arthur E. Quinn
George D. Ray
Eugene C. Reinhardt
Sallye S. Royster
Matthew J. Scanlon
Alma Sharples
Ann Sharples

Group 273

JOHN D. GREENHORN
Collector

John D. Greenhorn
Alfred Mose
Beatrice L. Mowery
Jola N. Moss
Charles Morse
John H. Morgan
Edward C. Mrstik
Chrystel V. Neff
Frank Neher
Mary L. Patenaude
Lucinda M. Patterson
Walter Peppers
Lucille M. Perkins
Mary B. Plunkett
Luther C. Proffit
Charles H. Raab
John L. Randall
Julia B. Reynolds
Paul M. Richardson
Milton M. Robertson
Ola W. Robinson

Group 274

MARIE S. HASLINGER
Collector

Dorothy J. Rodgers
Elizabeth B. Rutherford
Luna G. Rutledge
Charity B. Ryce
Yvonne J. Savage
William J. Schnabel
Herman E. Schnappauf
Mildred J. Scott
Ellen L. Sedgwick
Carrie J. Shepard
Charles V. Simms
Arthur E. Simonson
Richard W. Small
Curtis J. Smith
Jesse S. Smith
Thomas G. Smith
Cherry L. Speed
Howard M. Sparrow
Roosevelt Spencer

Group 275

OPAL D. ANDERS
Collector

Arthur Adams
Andrew W. Alexander
Marie B. Allen
William E. Allen
Opal D. Anders
William W. Andrews
Lillie J. Appling
Frederick W. Arnold
Elmer E. Baker
Helen S. Balderson
Allan A. Banks, Jr.
Rovenia Barnes
Aloysius J. Barthmaier
Henry Beall
Adeline B. Beaner
Clarence B. Berry
Helen T. Bianca
Leslie J. Blackwell
Harry J. Blake
Beulah R. Bogle
Clifton H. Bowles

Group 276

OREN LOWTHER
Collector

Harold K. Allen
Joseph H. Allenbaugh
Helen D. Beatty
Joseph F. Bergen
Edna J. Bodine
Joseph T. Brady
Edgar E. Carroll
Otis F. Chappell
Jane G. Cropper
Nellie S. DeBaus
Fred W. Doering
Earl S. Doyle
Lillian D. Duffy
Helen S. Emerson
Frank L. Fitzpatrick
Raymond E. Funk
Edward H. Gros
Louis W. Gunn
Clarence R. Hazelrigg
Oren C. Lowther

Group 277

RASHEL CALHOUN
Collector

Maurice C. Anderson
Lillian C. Beckett
Tena B. A. Butler
Rachel C. Calhoun
Willie L. Collins
Lelia C. Creek
Carrie S. Cypress
Joseph L. Daniels
Norma Z. Delandra
Helen E. Delaney
Minnie L. Dolman
Helen J. Durant
Joseph W. Evans
Windell Hayes
George W. Heard
Helen W. Hughes
Idella S. Lyles
George W. Morton
Florence G. Queenan
James E. Rawlings

Group 278

ROBERTA BERRY
Collector

Roberta M. Berry
Samuel E. Boxley
Emma H. Braxton
Katie H. Brayboy
Vivian A. Brayboy
John W. Brooks
William H. Brooks
Bertina M. Brown
Lillian S. Brown
Rudolph Brown
Arena J. Bugg
Elizabeth B. Butler
Bernard N. Carter
Mary K. Carter
Evelyn L. Clarke
Neva D. Clayton
Madalene G. Cleveland
Viola B. Costenbader
Blanche S. Cottrell

Group 279

ROBERTA MILLER
Collector

Anna C. Brown
Helen C. Carden
Irene M. Damm
Elizabeth P. Drulis
Florence B. Firth
Iva W. Garner
Adelaide Hamilton
Eugenia S. Holcomb
Olden J. Latimer
Margaret B. Murphy
Jaunita C. Nalley
Elizabeth W. Radtke
Nettie H. Vance
Nellie B. Walker

Group 280

JAMES E. CATTERTON
Collector

James E. Catterton
Humphrey Ford
Earl Forrest
Frances D. Fountain
Izetta W. Frye
Robert N. Garlic
John H. Garrett
Clarence Glenn
Charlotte G. Goddard
Georgie J. Gordon
Mary W. Gray
Margaret L. Groton
John C. Haggerty
Alva W. Hall
Ethel J. Hall
Allen W. Hamilton
Mollie W. Hamilton
Saide H. Hamilton
Carmelite Hanlon
Myrtle G. Harris

Group 281

GEORGE BARKSDALE
Collector

Lorenzo W. Crowe
Ruth N. Crummie
Mattie R. Darbens
Lillian R. Darling
Amos Davis
Beatrice A. Davis
Emma W. Davis
Noah E. DeHaven
Robert Dickson
Walter S. Dotson
Gerald M. Douglas
Mary D. Drakos
Ferd W. Drifmeyer
George J. M. Dyke
Monroe Earle
Charles E. Edelin
Epaie Edmonds
Mildred W. Everson
C. Ernstine B. Farmer
George Barksdale

Group 282

LELIA DANIELS
Collector

Martha P. Smith
Cornelia W. Taylor
Edna L. Taylor
Leona T. Turner
Maude S. Twitty
La Verna D. White
Elwood A. Willis
Archie S. Young
Floretta S. Young
Herbert Barnes
Moody Montgomery
Letha Ern
Ruth Morton
Daisy Brodees
John Hailstock
Eugene Bailey
John Wilson
Edger Euell
Laura Tatum

Group 283

STELLA G. SKOTNICKI
Collector

Theodore W. Weaks
Alice N. Webb
Jos. F. Weingarden, Jr.
Rowina W. Wells
Minnie J. Whipp
Ethel L. White
Sarah J. D. White
Frances Q. Williams
John O. Williams
Lawrence P. Williams
Lucy W. Williams
Edward F. Wilson
Thelma R. Wilson
Maude L. Woodward
Estelle M. Wormley
David L. Worthy
George T. Wright
Violetta Waites
Louise Major

Blank Section, Night

Group 284

ROSE P. BAILEY
Collector

Irene R. Acree
S. Bernice Barrack
Rosetta R. Batten
Edward J. Bauer
Edward M. Biggar
John A. Butler, No. 2
Bradley A. Clarke
Carl H. Dunn
Robert A. Eldridge
Charles J. Haggerty
Gail M. Harper
Daisy S. Harrison
Clara M. Hillenbrand
Victor H. Josey
Joseph Kalina
Estelle J. Kuper
Marie M. Lazorcak
Alice P. Livingston
Thomas Norris

Group 285

MAE H. STREETER
Collector

William L. Bailey
Issac Beck
James T. Better
Harry W. Bridges
Randolph Carter
Ada K. D'Aurio
Henry W. Dye
J. Edward Kinlein
John D. Lawis
Robert L. Honey
Lavina A. O'Bryhim
Sidney N. Phronebarger
Nellie F. Pullen
Hershell S. Reese
Mabel S. Roach
Frank J. Rose
Andrew J. Sandlass
Anna T. Sarnecky
William H. Taylor

Group 286

MARIA M. LAZORCAK
Collector

Alfred J. Beyer
John Bismark
Edgar P. Carter, Jr.
Ruth L. Edwards
John C. Estes
Thomas E. Grant
Joseph S. Harris
Orie E. Martin
William G. Patchen
Bert K. Price
John J. Renals
John S. Reuss
Elma G. Shay
Nell R. Stagg
Talmadge W. Sutton
Ella G. Wallace
Florence A. Weber
F. Vernon Williams
Alexander F. Wilson
Maudie Gist
Helen Smith
Charles W. Boston, Jr.
Lillian Coates
Daisy B. Commodore
Ethel Jackson
Edna Keets
William H. Deitz
Matthew J. Morris
Gail M. Harper

Group 287

JOHN D. LEWIS
Collector

Lewis Branson
Percy L. Jernagin
Lee Thomas
Joseph F. Williams
Smith Williams
Leonard Winston
Walter Bryant
Robert L. Evans
William Hawkins
Henry A. Key
Beulah G. Russell
William A. Thomas
James Whiting
Harry E. Jones
A. Davis
Bertha Washington
Rowena Wills
Martha E. Camphor

Group 288

ROBERT A. ELDRIDGE
Collector

Robert A. Butler
Henry A. DaVault
Joseph J. Dunn
James L. Harshaw
Alfred Holmes
Herman E. Hunter
Ernest S. Jenious
Glenn H. Johnson
Frank Jones
Carey L. McLane
Lawrence E. Mason
Vennie E. Meeks
Bee Moore
Jessie Mozone
Floyd F. Robinson
Forrest Sims
Frank J. Smith
Washington Spell
Isaac L. Steele

Cutting and Packing, Night

Group 289

CLARENCE REED
Collector

Joseph Balestri
Edgar J. Bergeron
Owen P. Callender
Albert F. Crawford
William Gentry
Burdell W. Gilmore
Clarence J. Hammond
David H. Jones
Leo S. Jones
Thomas E. McKeithan
Philip A. Parker
Robert Pendleton
James M. Ridley
Percy L. Smith
Lloyd I. Tilghman
Howard E. Walton
James E. White
Guy Witcher
Clarence R. Wofford

Group 290

CHARLES G. LUDWIG
Collector

Louis C. Braxton
Clarence E. Browning
Annie J. Coleman
Mark H. Davis
William T. Doyle
John C. Echols
Fred Eisler, Sr.
Robert C. Grossmann
Lee G. James
Clarence Laudeman
Harry F. LeSage
John L. Michalek
Edward W. Peterson
Raymond Rhine
Louis J. Roesch
Russell H. Shade
Milton Smith
Ava G. Thomas
Howard Whitley

Group 291

WALLACE E. COLEMAN
Collector

Homer S. Burwell
Wilbert A. Garner
Leonard O. Gebhardt
James L. Hamilton
Luther H. Hammond
Robert R. Henry
Orlando E. Hill
Anna C. Hunter
James Lockhart
Addie S. Long
Thomas F. Mansfield
Mary Robertson
Theodore R. Sherman
James T. Sutton
Harry W. Swaton
Benjamin H. Sykes
Eugene W. Whetstone
James H. Wilson

INSTRUCTIONS FOR COLLECTORS FOR THIRD WAR LOAN

When 222 is sounded on the Autocall it is your authority to report immediately to Harding Hall for the purpose of receiving instructions or assistance from the Chairman of the Government Printing Office Third War Loan Drive.

General

1. Each collector will be responsible for contacting, advising, selling, collecting, depositing collections, and reporting for all the bonds purchased by each employee in a group of 20 assigned to him.

2. Collectors will not contact employees assigned to other collectors unless such contact is made through the collector responsible and with his consent.

Advising Regarding Bond Purchases

1. Each prospect should be told that the $417,000 quota for the Government Printing Office was set by the President's Interdepartmental War Savings Bond Committee and is based on the purchase of a bond for every employee in the Office amounting to not less than 30 percent of his income for the month of September. Employees who feel that because of their current expenses they are unable to pay the full amount of the purchase price of a bond may make a partial payment to the collector with the understanding that the remainder will be paid prior to October 2.

2. Money on deposit in banks or elsewhere may be made to earn more income for the depositor and become more effective toward winning the war if invested in Government War Loan Bonds.

Selling Procedure and Material Needed

1. Obtain the following from Harry Spear, who is located in the Training Conference Room in the rear of the Green Room:

   a. Twenty sets of Application for United States War Savings Bonds—Series E (FA 141).

   b. One pamphlet entitled "YOUR PART."

   c. Receipt blanks.

   d. One set of daily report (use any ruled sheet, 8 by 10½ inches, until report sheets are printed and record the information requested in paragraph 2.

2. Record the full name, division, section, shift of each prospect, including your own on the daily report sheet.

3. Determine your own quota by recording on your daily report slip after each employee's name, 30 percent of the salary due him for the month of September. The total amount recorded for all 20 employees is the quota for your bond unit.

4. Appoint and train an alternate to carry on the sales effort in the event you are forced to be absent and arrange to notify the chairman of the committee, Ext. 172, if you find such absence necessary.

5. Obtain data regarding prior bond payments made by employees in your bond unit from Ext. 30 or 172.

6. Continue your sales effort until you reach your quota for each employee in your unit or until the campaign ends.

7. Follow the suggestions set forth in the pamphlet YOUR PART in your attempts to make a sale.

8. Contact each undersubscribed employee in your group daily and especially on and after each pay day.

9. Refer unsolved problems or troublesome questions to Mr. Murray, Ext. 172 or Mr. Spear, Ext. 30.

Collection and Deposit Procedure

1. Bonds purchased by payment in full require the preparation by the collector of the Application for United States War Savings Bonds (FA 141). The first line on this form should be filled out as follows:

To: Collector's name, division, section, shift. (Name of bank or other issuing agent.)

Instructions for filling in remainder of the form will be found on reverse side.

2. Upon completion of the application the purchase price of the bond is obtained from the employee and the receipt portion of the application given to him.

3. Immediately after the completion of the transaction the money and application are to be given by the collector to the Disbursing Officer. If the transaction is completed during the second or third shifts when the Disbursing Office is closed, the collector is responsible for making the deposit not later than 24 hours after the receipt of the money. Bonds are to be delivered to employees only by officially designated collectors.

4. Employees unable to pay the full purchase price of a bond may make partial payments and receive a receipt for the same from the collector. Money received as partial payments for bonds is to be turned over to the Disbursing Officer who in turn will acknowledge its acceptance by a suitable receipt.

5. In partial payment cases when the employee makes a final payment the collector should be careful to take up the partial payment receipt from the employee and give him in its place the receipt form used in connection with Form FA 141, Application for War Savings Bonds.

Reports and Records

1. Forward to Third War Loan Campaign Headquarters, the Training Conference Room in rear of Green Room, your daily report properly made out so as to show the name, including your own, division, section, shift, total amount paid from the beginning of the campaign by each employee in your unit.

E. J. MURRAY, *Chairman,*
Government Printing Office,
Third War Loan Drive.

Employees See Premiere of Battle of Britain

The opening guns in the Third War Loan Drive in the Government Printing Office were fired in Harding Hall on September 16. We were privileged during the day to witness the first public showing of "The Battle of Britain."

The presentation of this excellent film record of the bombing of London at this time was especially appropriate inasmuch as it marked within 24 hours, the third anniversary of the drive against London and the complete rout of the Luftwaffe in its daylight offensive against Britain. At that time very few, if any, persons grasped the full meaning of what had happened but it is highly probable that the historians of the future will record it as the day that Hitler's bid for world domination was doomed to ultimate failure.

The skies were clear in the south of England on Sunday, September 15, 1940. It was shortly before noon that the Luftwaffe struck with a wave of more than 100 planes, followed very shortly by 150 more. Some broke through the valiant defense of the RAF and bombed London, with considerable damage and loss of life resulting, but most of them were shot down or turned back. About 2 o'clock in the afternoon a second attack comprised of flights of 150 and 100 planes attempted to break through the fighter screen of Spitfires and Hurricanes. Once again the attack was broken up and turned back. The Luftwaffe lost 185 planes in these attacks and never since that day has it attempted to resume daylight attacks on any large scale. It switched to night blitzes but these, also, proved too costly to sustain with the result that the Luftwaffe was withdrawn from its channel bases in mid-1941 to prepare for the attack on Russia. It never returned to resume the attack on Britain.

This victory for the RAF was not won without making difficult decisions and sticking to them. Criticism of the RAF was harsh and frequent when the Germans were rolling along over the Dutch, Belgian, French, and British expeditionary forces. Writers told of watching Stukas pounding Allied ground forces without being challenged by a single British plane. The answer was obvious. The RAF did not have enough planes to fight the Germans over Europe and also defend Britain. Then, too, it had to operate with an absolute minimum of expenditure of planes and pilots. The decision to defend England was vindicated on this eventful Sunday and the Battle of Britain, which began on August 8, 1940, was completely ended in October.

Now the shoe is on the other foot. The Nazi fighter command is straining every nerve to turn back the Allied bombers that are regularly laying waste to the cities of the Reich. But the Luftwaffe has not yet demonstrated that it is capable of matching the performance of the RAF on that day 3 years ago when the back of the German air offensive against the British Isles was so successfully broken.

If we need a stimulant to our Third War Loan subscriptions, or to our physical contributions to the war effort, then we certainly have it in the vivid memory of this picture and the sermon it preached.

Bonds or Bombs

Were it not for the men and women in uniform on our streets, this peaceful city would hardly know that we are in a monstrous fight for our liberties—that at this hour, many miles from home, the cream of our young manhood is fighting in sweat and blood—dying—before ruthless, gangster leadership, who plan a conquered America paying tribute to Berlin and Tokyo. Compared with that tribute, a $94,000,000 War Bond Drive would be peanuts. * * *

Washington is being called upon to put our treasure into a loan to give BLOCK-BUSTER EFFECTIVENESS to the efforts of our men and our production.

We are far away, and apparently safe, at the moment, from the whine of shells, the thrust of bayonet, and the violation of our homes; BONDS NOW will help our men keep it that way.

Remember, your $100 bond or your $1,000 bond—all added up in our city wide effort—is a mighty cheap price to pay for the liberty our men are buying with their blood for us over there.—GRANVILLE GUDE, *President. Washington Board of Trade.*

Top Treasury Officials Open Drive

(Continued from page two)

Your ability to go over the top on all these things makes one proud of your reputation. I know that many of you are buying War bonds through banks or post offices. Many of you are buying every dollar's worth that you can—many by making sacrifices—and of course that money goes into the United States Treasury, but the Government Printing Office does not get credit for your purchases unless you buy them in such a manner that it is credited to the quota set for the employees of this Office.

You know that in any undertaking as gigantic as the Third War Loan there has to be a system if the Treasury is to make sure that every last dollar is raised that can be spared. One part of that system is to set quotas for every industrial concern, every State, city, town, and village in the Nation. Here in Washington the quota is 94 million dollars, of which 15 million dollars has been set as a quota for Federal employees. You can, therefore, see that this must be broken down in a quota for each Government agency. This has been done and a quota for the employees of the Government Printing Office is $417,000. Now, that is a lot of money, to be sure, but it is based on the set percentage of the pay roll. The quota and record of accomplishment of each agency is complete in the Treasury. At the close of the drive there will be published a record of the purchases of the employees of each agency. I am sure you will now see why it is so essential that you buy your War Bonds through your own issuing agent, Mr. Perkins, who will deliver your bonds within a few days.

I feel sure that you will want to pull in your belts and make every sacrifice to support the Third War Loan. I am sure you are going to do your full share and I am anxiously going to watch the figures as Mr. Murray turns them in to the Treasury.

In a few seconds you are going to see the picture "Battle of Britain," an authentic War Department record of a part of the struggle in which we are engaged. With today's news fresh in our minds we cannot help recalling as we see it that our own American soldiers are now locked at Salerno in one of the most crucial struggles in which men have ever fought—a struggle in which many brave men are dying and will die to protect our liberties. And don't forget tougher battles lie ahead.

None of us can escape asking: "How can I help those boys?"

One of the ways—and not the least—by which we all can help, is by self-denial, by sacrificing to buy War bonds. We Federal employees must set an example for the rest of the Nation.

We, too, must "Back the Attack."

BY THE PRESIDENT OF THE UNITED STATES



A Proclamation

Recognizing the fact that in carrying the war into enemy territory, we shall need greater amounts of money than any nation has ever asked from its citizens in all history, I, Franklin D. Roosevelt, President of the United States of America, do officially proclaim that on Thursday, the 9th of September 1943, the Third War Loan shall be launched.

As Commander-in-Chief, I hereby invoke every citizen to give all possible aid and support to this Third War Loan Drive, not only so that our financial goal may be reached, but to encourage and inspire those of our husbands and fathers and sons who are under fire on a dozen fronts all over the world. It is my earnest hope that every American will realize that in buying War Bonds in this Third War Loan he has an opportunity to express voluntarily and under the guidance of his conscience, the extent to which he will "Back the Attack."

The American people supported well the First and Second War Loan Drives and in fact did even more than was asked of them. Our need for money now is greater than ever, and will continue to grow until the very day that Victory is won; so we must ask far more sacrifice, far more cooperation than ever before.

In witness whereof, I have hereunto set my hand and caused the seal of the United States of America to be affixed.

Done at the city of Washington, this twenty-sixth day of July, in the year of our Lord nineteen hundred and forty-three, and of the independence of the United States of America the one hundred and sixty-eighth.

[SEAL] FRANKLIN D ROOSEVELT

By the President:
CORDELL HULL,
Secretary of State.

Can You Compare Your Contribution?

[The following article appeared in the Washington News on September 15. Read it carefully and thoughtfully—compare your lot to that of either of these men—then let your conscience be your guide.]

No rows of medals clank on their chests. No halls of fame immortalize their names.

In the roll call of heroes they are just a handful of guys named Joe, but they gave all they were asked to save their country and the world.

They are cripples, some with both legs off at the thigh, but even now in Walter Reed General Hospital they're still fighting.

Take that kid over there reading the comic book, for instance, that's Staff Sergt. Ellsworth R. Day, B–24 tailgunner with one Zero to his credit and two possibles.

Freddy, as he's called, won't be 21 until next May 15 and his forehead still puckers like a small boy's when pain jabs the stumps of his legs.

15 OPERATIONS

You realize he's just a youngster when he tells you how glad he is that his Mom has come from their home in Grafton, W. Va., to be here during his fifteenth operation and seventeenth blood transfusion. You hope he doesn't notice your eyes when he says they're fixing up his leg stumps so he'll be able to walk again—with artificial legs.

When he's well, he's going to raise pedigreed cocker spaniels. His dreams of being a Yellowstone Forest Ranger are out. Forest Rangers must walk long miles.

Freddy's legs were shattered when he threw himself on a gun that had sprung from its swivel and was spraying death inside the Liberator bomber above the Pacific near the New Hebrides.

His crew members would tell you he saved their lives, but he won't talk about that. He'd rather talk about his first love, the B–24 he christened "Creeping Misery."

In another hospital ward is First Sergt. Milburn Taylor, 27, of West Frankfort, Ill., who 5 years ago forsook the plow for the rifle.

A German 88-mm. shell struck near Taylor last February 20 as he crawled ahead of his men in Kasserine Pass. The shell knocked Taylor unconscious for 10 days and killed two of his comrades.

THE AWAKENING

"When I came to on the eleventh day, my left leg was gone and my left side was paralyzed," Sergeant Taylor said.

His left arm still hangs limp, but he's glad it's there. The headaches are easing. His comment on what he's been through is "You know, you get so you figure you can't be killed."

CAN YOU LOOK HIM IN THE EYE?



HE IS AN AMERICAN SOLDIER

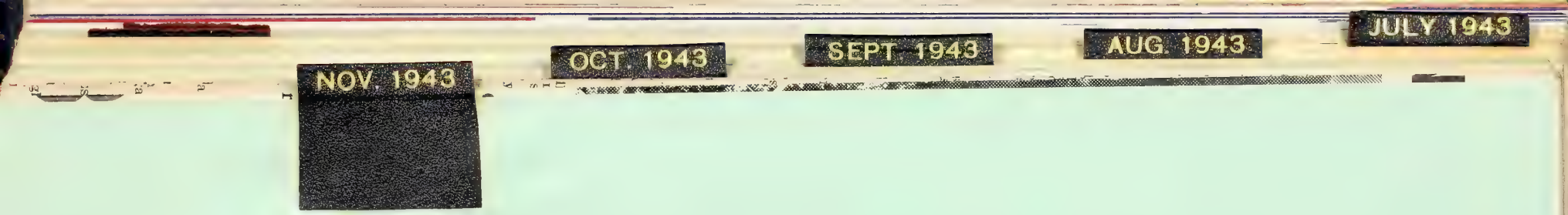
Some day, if God is with him, he'll come home. And when he does, you'll get the biggest thrill of your life if you can look him squarely in the eye and say, "I couldn't help you fight—but I did everything in my power to help you win." There's only one way you *can* say that . . . honestly say it. And that is to help him win *now* . . . when he needs all the help you can give him. Today's particular job for you is to scrape together every dollar you can—and buy *extra* War Bonds! That's *your* job in the 3rd War Loan! It's not enough to buy your regular amount of Bonds. It has to be *more*. It has to be an *extra* buy—a little more pressure for the shoulder that's against the wheel. Remember this — you aren't *giving* your money. You're *lending* it to the Government for awhile. And you're making the best investment in the world. See your collector in your section *today*.



3RD WAR LOAN

BACK THE ATTACK WITH MORE WAR BONDS

NOV. 1943 DEC. 1943


NOV. 1943
OCT. 1943
SEPT. 1943
AUG. 1943
JULY 1943

AN INFORMAL REPORT

of

THE PUBLIC PRINTER

*

*

*

NOVEMBER 1943

I N D E X

	Page
PAPER SUPPLY SITUATION	1
CONSERVATION OF PAPER	2
PAPER REQUIREMENTS OF DEPARTMENTS AND AGENCIES	3
SAFETY PAPER REQUIRED FOR WAR RATION STAMPS	5
V-MAIL PAPER	9
TRANSPORTATION	12
BOOKBINDING RESEARCH	13
Bookbinding Fabrics	14
Leather	15
Chestnut Cover Board	16
Leather Preservatives	17
DEPOSITION OF METAL ON PLASTIC PLATES	18
AIR ROUTE MANUAL	22
EXPRESSIONS OF APPRECIATION	27
COMMUNITY WAR FUND ACTIVITIES	34

PAPER SUPPLY SITUATION

The condition of the paper industry today is one that is causing much alarm to both the manufacturer and the consumer. The present supply of pulp is insufficient to satisfy paper production at the current rate of consumption. A continued decrease in allocations of pulp is clearly indicated.

A recent review of the pulp situation disclosed that the average monthly consumption of pulp for paper manufacture over a period covering the first five months of this year was 862,000 tons. The average supply of pulp for the same period was but 828,000 tons per month. Consequently, the reserve pulp stock was decreased by 34,000 tons per month over this period. The total pulp tonnage in reserve on May 31, 1943 was 560,000 tons. The average pulp inventories in July ranged between 15 and 25 days' supply except in the case of ground wood which offered a supply sufficient for 30 days.

Paper manufacturers are required to file a special form showing their proposed uses for pulp and other materials required for the manufacture of paper and paperboard. These reports provide an overall picture of the total demand for each type of paper a month in advance of manufacture and allocations will be rendered in order of importance.

The War Production Board has advised that inventories must be maintained at a workable level with the thought in mind that the Government will always get the paper required but that no attempt should be made to build up inventories in anticipation of a shortage.

CONSERVATION OF PAPER

The program for the conservation of paper in the Government Printing Office has been religiously followed. Inasmuch as the Government Printing Office furnishes paper to the various Federal departments and agencies, it can be understood that the economies effected by this Office in the consumption of paper are shared throughout the Government services.

Revised specifications have resulted in an annual saving of approximately 178,720,000 pounds of bleached chemical wood pulp. This has been accomplished by the substitution of unbleached chemical wood pulp and ground wood pulp for bleached chemical wood pulp in the stock of chemical wood (sulphite) papers. A saving of several more million pounds of chemical wood pulp is effected by increasing the ash content from 2 to 5 percent in specifications for rag manifold, bond, ledger and index papers.

The Government Printing Office has instituted an all-over reduction in weights, sizes and grades, eliminating the use of heavy weight papers. Book papers formerly used in 80, 100, 120 and 140-pound bases are now reduced to 70, 80 and 100-pound bases. The 88 and 80-pound ledgers formerly specified on jobs have been replaced by 64-pound weights. In bond paper the 48-pound basis weight has been replaced by 40-pound paper and 32-pound bond now serves for 40-pound. The weight of index papers has also been substantially reduced as evidenced by the 182 and 280-pound weights which now replace the 230 and 362-pound index papers. The substitution of light weight for heavy weight papers has effected a saving of approximately 3,000,000 pounds of paper.

The introduction of half size (5-1/2" x 8") and three-quarter size (7" x 8") letterheads has resulted in a saving of approximately 800,000 pounds annually. Approximately 4,000,000 pounds of paper annually is being saved through similar eliminations and size revisions.

The Government Printing Office has eliminated eleven grades of paper from its Paper Schedule.

PAPER REQUIREMENTS OF DEPARTMENTS AND AGENCIES

The following communications have been sent to the various Federal departments and agencies in an attempt to lessen the intensity of the paper situation:

October 20, 1943.

" Manuscript copy of documents accompanying annual department reports are required by law to be furnished to the Public Printer by the first day of November of each year. The annual report itself must be submitted by November 15. Fifteen days are allowed for return of complete revised proof on the documents and 25 days on the report." (U. S. Code, title 5, sec. 108, as amended.)

Due to the necessity of obligating all possible production facilities to the manufacture of printed matter essential to the armed services, you are respectfully asked to require that your Department adhere strictly to the law governing dates for submission of copy and proof. If either, particularly the copy, could be submitted in advance of the established dates it would be extremely helpful. So far, practically nothing in the way of copy has been received from any of the departments and this Office cannot look forward to a deluge of composition between November 1 and November 15 without some misgivings.

If your Department anticipates elimination of the printing of the report in the interests of conservation, it will be appreciated if this Office

can be notified immediately of such decision, so that the facilities which would otherwise be needed can be scheduled for production of war work.

Mimeographed copies of this letter are inclosed with the suggestion that they be distributed to your printing clerks, publication chiefs or other interested persons."

- : -

October 20, 1943.

" Under date of October 18, 1943, you received from Mr. C. E. Wilson, Acting Chairman of the War Production Board, a letter requesting that you forward to the Public Printer by November 15, 1943, a statement of the anticipated paper requirements of your department for the first three months of 1944.

The purpose of this survey is to ascertain the total requirements of all branches of the Government for paper and paperboard. Thus, your statement should include not only blank paper and printing ordered or requisitioned through the Public Printer but also other printing, blank paper, paperboard (cartons, etc.), and envelopes which your department may procure from other governmental and commercial sources. This would embrace procurement of envelopes ordered under the Post Office schedule, procurements by field offices, procurement of items which are customarily waived by the Government Printing Office, such as continuous fold and snap-out forms, visible record cards, accounting and tabulating-machine forms and cards, stock stationery items, and similar products. The report also should include paper converted or consumed by field printing plants.

The extent of the work involved in this report is considerable, and with this in mind, we have undertaken to simplify the procedure to its barest essentials. Little trouble should be experienced in reporting those items which will be ordered or reordered in accordance with the normal conduct of business. However, some difficulty may be experienced in reporting exceptional work which may be required due to changing current events. It is necessary that a careful estimate be made of the total volume of such work and that it be reported as 'anticipated'.

Attached hereto is a copy of the form prepared to be used, together with an explanation of the procedure for reporting. Additional copies and further explanation may be secured by directing your request to Production Planning Assistant to the Public Printer, Government Printing Office, Washington, D. C."

SAFETY PAPER REQUIRED FOR WAR RATION STAMPS

The special paper developed for the rationing of commodities is of a highly technical nature.

The printing of War Ration Book No.1, required that precaution be taken to prevent counterfeiting the stamps by incorporating into the paper structure certain secretly identifiable characteristics somewhat similar in appearance and pattern to that of currency paper.

The Eastern Seaboard gas rationing paper consists of a white sheet, the printing surface of which is tinted a blue-grey color and processed

with a design which changes color under certain conditions. The back of this sheet is unprinted and unprocessed, so that its whiteness is not affected. This design or pattern which is very sensitive to chemical reaction consists of eagles superimposed upon a background bearing the words "U. S. Gasoline Ration" interspersed with horizontal wavy lines, spaced so that identifiable parts of it appear on every stamp.

The device used to effect the design is furnished by the contractor and becomes the property of the United States and must be delivered to the Public Printer or his authorized agent whenever demanded.

Additional features were incorporated into the paper for the nation-wide gasoline rationing program, for fuel oil rationing and for War Ration Book No.2. The appearance of the printed surface of this safety paper is similar to that of the Eastern Seaboard Gas Rationing paper but of slightly darker blue-grey color. The paper itself is a light grey writing paper, having incorporated into its structure, as in the case of War Ration Book No. 1, certain identifiable characteristics. The processed over-all design is color-changeable by laboratory methods as in the case of Eastern Seaboard Gas Rationing stamps but is slightly different in arrangement. The words "U. S. Government Ration" run vertically across the sheet followed by a star and the wording is separated from the recurring words above and below by three wavy lines. The surface texture of the unprinted side of this paper is so treated that it may be readily identified by a chemical test.

In connection with the printing of war ration books, the Technical Division of the Government Printing Office engaged in research and developed

a low cost process for manufacturing identifiable paper employing specially prepared cellulosic fibres. At the time the orders were issued for the printing of War Ration Books Nos. 1 and 2, these experiments had not progressed to a point warranting their incorporation into the process for making the base paper for these books.

The base paper used for printing subsequent ration books, beginning with War Ration Book No.3, has made use of such chemically treated cellulosic fibres. This base paper is similar in color, design, and general appearance to that of book No.2. However, it differs in the fibre composition. The characteristics of these fibres constitute potential identifying means when the paper is subjected to the application of certain chemical reagents. This type of paper has never before in the history of paper making been commercially produced.

It was found that, by incorporating into the paper cellulosic fibres treated to develop their distinguishing characteristics upon application of suitable chemical reagents, certain advantages over the previous type of paper were obtained.

One of these advantages is that the invention is practical for use in the field without requiring expensive laboratory testing equipment. The skill of a chemist or technician is not necessary inasmuch as a layman when properly instructed can detect the presence of these fibres.

Another advantage is that the chemically treated fibres do not lose their effectiveness upon exposure to sunlight bleaching agents, acids, alkali, water, oil or gasoline, and they therefore remain in the paper structure as a permanent means of identification.

A third advantage rests in the fact that the chemicals required to treat these special fibres are not critical for war purposes and therefor do not require priority ratings for their procurement as did the materials needed for the production of the paper used in the preceding war ration books.

A further advantage lies in the low cost of this special manufacturing process, the knowledge of which has been confined to only four paper mills which received contracts for production of rationing base paper. There is another safeguard to counterfeiting added by restricting the production of this paper to a few mills which naturally means a greater uniformity in the final product. The greater uniformity makes it easier to establish the genuineness of questioned stamps. Variation in the characteristics of the paper would offer inducements to forgery through the advantage offered by the difficulty of positive identification.

The process for manufacturing the final type of ration paper may be divided into two parts - the manufacture of the base paper in a paper mill and the processing of the safety design in a converting plant. Exacting methods of control govern both the manufacture of the base paper and the processing of the design.

The Government furnishes the manufacturers of the paper with the chemical materials and complete instruction and supervision for the proper mixing required to produce the desired effects. It is essential that paper of this type be manufactured in accordance with unchanging standards. For this

reason the Government maintains inspectors at the manufacturing and processing mills who are required to inspect and test the paper during the course of manufacture to assure that the paper is up to standard in all respects. The paper is constantly checked for physical characteristics such as bursting strength, weight, sizing and thickness, and for the safety features embodied. Any paper which does not come up to standard in any one of these respects is immediately rejected at the source.

The paper contractors have instituted elaborate guarding systems to insure that no ration paper manufactured by them may fall into the hands of unscrupulous persons.

The Secret Service, which has been assigned to tracking down counterfeit stamps, considers this paper in the same category as National currency paper. This is not an exaggerated comparison since ration stamps printed upon this ration safety paper must be used together with money as a medium of exchange for articles designated by the Office of Price Administration in the Government rationing program.

V - MAIL PAPER

When the V-mail service was inaugurated, the War Department requested the cooperation of the Government Printing Office in developing a paper suitable for the overseas correspondence of the Armed forces.

Research led to the development of specifications covering the V-mail letter sheet which was approved by the War Department and is now serving the military needs of the United States. It is required that this paper possess a certain degree of permanence in view of the fact that it is shipped all over the world by the War and Navy Departments. The printing with red ink on the forms must be of such quality that it will reproduce well photographically. The paper must possess sufficient brightness and opacity to produce good contrast with the writing ink used and not present undesirable "show through". The specifications of this paper have not remained fixed as originally developed but have undergone minor changes to coincide with changing conditions.

The present specifications governing the manufacture of V-mail writing paper are as follows:

STOCK: Not to exceed 30% ground wood pulp with the remainder to be bleached chemical wood pulp.

WEIGHT: 17 x 22, 1000 -------- 32 pounds.

BURSTING STRENGTH: Average not less than 18 points.

OPACITY: Not less than 91%.

BRIGHTNESS: Shall not be less than 66%.
(Note): If specified opacity and brightness cannot be obtained on fibre content formula, sufficient filler such as titanium dioxide should be added to obtain the specified values for opacity and brightness.

WRITING QUALITY: Shall be suitable for writing on with ink.
(Note) Fillers, such as calcium carbonate, which interfere with good writing quality with ink shall not be used.

COLOR: Finish and Formation: Bidders must submit sample to show color, finish, formation and cleanliness. These characteristics will be considered important in making awards.

Tests will be made at 70 degrees Fahrenheit and 50% relative humidity.

This paper has been produced in tremendous quantities since the inception of the program. A review of the demands made for this paper during the current year proves its usefulness and popularity. Total orders so far this year amount to 1,046,000,000 copies which were requisitioned as follows:

January..... 259,000,000
June..... 200,000,000
September..... 77,000,000 and
October..... 510,000,000.

We have also been requested to furnish 20,000,000 change of address forms. The paper required to meet these orders amounted to approximately 35,000,000 sheets, size 44-1/2" x 66". The total weight of this paper amounts to 10,710,000 lbs. and 261 freight cars were necessary in transportation.

The overall size of V-mail letter paper is 9-1/4" x 11", die cut, and printed on two sides with red ink, gummed on flap and folded in two folds. It is packed 2,000 sheets

to a carton for domestic purposes and is distributed to all Postmasters of the Central Accounting Offices and also to both Army and Navy distribution points throughout the country.

Cartons for overseas consumption are wrapped in waterproof paper and inserted in waterproof containers which are sealed with waterproof tape. The destinations of overseas packages are all ports of embarkation in the United States.

V-mail letter paper is available to the Armed forces and civilians at all post offices free of charge. Postage on V-mail letters is free to the Armed services but civilians are required to pay the standard first class mailing rates.

TRANSPORTATION

The transportation of materials required in the production of printed matter necessary to the prosecution of the war is a problem of vital importance. The continued growth of government printing which is purchased commercially has made adequate transportation of materials most essential to the success of the war program. The chief item requiring transportation is paper, of course, although shipment of metals for type and electrotyping also presents difficulties.

The paper used by the Government Printing Office during the past fiscal year amounted to approximately 350,000,000 pounds, or 175,000 tons.

The complete stock involved several shipping operations. The first shipment was from the mills to either Washington or one or more of the warehouses in the various areas to be stored until needed for the fulfillment of requisitions. Shipment to the consignee was then required and in all probability material was re-shipped to various points for consumption.

The establishment of warehouses throughout the country has greatly relieved the shipping situation but certainly has not overcome it. The cooperation of the Office of Defense Transportation in permitting one of its transportation experts to work directly with us in solving this problem has helped immeasurably in the fulfillment of promised delivery dates. Long hauls of stock have been considerably reduced. The adopted policy of wide distribution of outside printing contracts has been responsible for much of the reduction in long hauling. The present shipping conditions make it necessary to bring transportation down to a minimum in our requirements. This has been done wherever possible and will continue to be our practice.

BOOKBINDING RESEARCH

The search for new methods and materials for bookbinding purposes has resulted favorably during the past year. In many cases we have been enabled to meet the ever-increasing demands brought about by the war program through the application of new substitutes and changed bindery procedures.

BOOKBINDING FABRICS

Starch-filled bookcloths and buckrams, which have replaced the more desirable pyroxylin treated fabrics for non-critical uses for the duration, have been satisfactory in general. These fabrics are not bug-proof; in fact, they attract such vermin as the roach and silverfish, but because of the necessity for using this type of material for the duration, some effort has been made to decrease the attraction of starch-treated bookcloths for these insects. We have made tests on several starch-finished bookcloths containing small amounts of a chemical designed to repel insects with some measure of success. Books bound in chemically treated cloth were not injured when placed in a room frequented by roaches, while similarly exposed books, bound in untreated cloth, were attacked. Further tests are being conducted to establish the effectiveness of this treatment.

There is at present a shortage of cotton grey goods of the kinds used in the manufacture of bookbinding fabrics and few manufacturers can supply us with any of these materials. Substitute bookbinding materials made from Kraft paper stock have been tried out on some work such as small blank books and memorandum books where the desirable life of the book is comparatively short and the size of the book such that there is little strain on the cover. On such work, this Kraft paper cover material was comparable in service to light weight book cloth. The material is surface-finished to be water-repellent and to present the appearance of book cloth. This type of bookbinding material will have to be used in increasingly larger amounts if sufficient cotton cloth is unobtainable.

The pyroxylin treated types of bookbinding fabrics are still being employed by this Office for essential war uses but certain changes and substitutions have been made in these from time to time as the situation warranted. For example; castor oil, formerly used as a plasticizer in pyroxylin book coatings, is no longer available for this use even though the final products - the finished books - are for essential war uses. Manufacturers have substituted a polymerized soya bean oil for this purpose. Sample fabrics containing this oil as a plasticizer were tested by this Office and found to be entirely satisfactory for bookbinding. All pyroxylin treated fabrics now purchased by the Office contain this castor oil substitute. Manufacturers have also used other means to conserve their limited supplies of materials, such as decreasing the amount of coating material used on the grey goods, or replacing some of the more critical nitrocellulose with less critical materials. In some instances, these methods have effected savings of from 25 to 60 percent in nitrocellulose.

LEATHER

The War Production Board's orders affecting goatskins have made it necessary to seek for suitable substitutes to take the place of goatskin bookbinding leather. Tests begun last year on morocco grained sheepskin have been completed and the results are such that this type of leather cannot be recommended to replace goatskin. The poor resistance of sheepskin to wear and abrasion renders it unfit as a substitute for goatskin. A quantity of morocco grained cowhide was ordered to be manufactured according to our specifications and experimental binding tests proved this leather, which is very similar to goatskins in appear-

ance, was satisfactory on both small and large books. A number of books were later bound in blue color cowhide substitute for the regular work of the Office and they have proven very satisfactory, especially in wearing qualities. If the scarcity of goatskin persists, it is planned to use more of this morocco grained cowhide if it is available.

CHESTNUT COVER BOARD

Research was conducted to determine the suitability of Chestnut Cover Board as a substitute for the binder's board used in the making of book covers.

This board is manufactured on a multi-cylinder paper making machine from chestnut wood pulp to the same density as binder's board and is laminated to the desired thickness. It differs from binder's board in that it is laminated instead of being a single ply or solid board. It is manufactured from chemical wood pulp instead of from mixed paper stock and dried by means of heated cylinders instead of on a wet-machine, with kiln or plate drying. It meets binder's board requirements in regard to density, and corresponding sheet count, and exceeds those of minimum bursting strength tests. The unique characteristics of the chestnut fibre produces a paper board which is exceptionally stiff and rigid.

A desirable feature of this Board is that the method of manufacture permits trimming to the exact size desired. Usually, a trim of 1/8 inch to 1/4 inch is allowed to correct inequalities in cutting. Binder's Board is sold by the pound and a trim allowance of 1/2 inch to 1 inch is included. Such a trim allowance amounts to approximately 5 percent on a 25 x 30 inch board. By purchasing board already trimmed to approximately the desired size, a saving in cost results.

Laboratory and trial performance tests have indicated that Chestnut Board possesses excellent qualities as a substitute for Binder's Board and the trial lots used in the bindery have produced gratifying results.

LEATHER PRESERVATIVES

The Government Printing Office manufactures a preservative for leather-bound books that is sold to the Departments under the name of leather oil. This compound has been used successfully by the Library of Congress for several years. Several other formulas have been compounded and have been used by the Library of Congress at various times.

The Administrative Office of the United States Courts contacted us recently for a suitable leather preservative to be used on the law books of all United States Courts in the country. We requested the Department of Justice to try our leather oil on these books and it was reported superior to a commercial product which had been formerly used by them. This Office now furnishes the Department of Justice all its leather preservatives.

DEPOSITION OF METAL ON PLASTIC PLATES

The need for a means of combating the effect of the continuous influx of German and Italian printed propaganda into South America was instrumental in the perfection of plastic plates for printing. The natural medium of conveying information concerning the activities of the United Nations in the war was through the South American press. Very few of the newspapers were equipped with facilities for stereotyping and consequently it was necessary to supply plates finished for the presses.

Since these plates were to be shipped to their South American destinations by airplane, the weight of the metals and their increasing importance to the war effort prevented stereotype or electrotype plates from being furnished.

The Platemaking Division, therefore, installed a complete plastic molding section and began the production of printing plates made from a vinyl chloride-vinyl acetate copolymer.

Developments in the making of plastic plates resulted in obtaining sharpness of detail in reproduction equal to the best electrotypes. Excellent printing depth was obtained, but being of a softer texture than copper or nickel, plastic plates do not stand very long runs. It was decided to attempt to place a deposit of copper or nickel on the surface of these plates to increase their press life.

A fundamental requirement of such plating was to obtain a good adherence of metal to plastic to permit trimming the plates without separation of the metal coating and to guarantee that no separation would occur during the press runs.

The deposition of metallic coatings on non-conductive materials is not new inasmuch as the electrotype industry for many years used graphite as a conductive medium for metal plating upon wax. Also the chemical deposition of silver coatings on molded plastic articles to serve as an electrically conductive surface has recently been commercially practical.

It should be noted, however, that in the case of graphited wax molds, the object is to easily strip off the metallic shell, while in plating molded plastic articles the fact that the plating metal completely covers the plastic object insures its permanent bonding without any actual adherence to the plastic itself. Since a printing plate is flat and can be coated only on one side and since

the deposited shell cannot be allowed to grip the edges of the plate, it was necessary that there be an actual bond produced between the copper or nickel and the plastic to prevent later separation during the printing process.

The Platemaking Division succeeded in depositing a good coat of nickel upon the plastic surface up to a thickness of approximately .001 inch, but had difficulty in eliminating the peeling of the nickel when the edge was roughed up.

The Technical Division was then called upon to proceed with experiments designed to give the desired results. The flow and dip methods of depositing a silver coating by means of various percentages of the usual reducing agents was first thoroughly investigated. With some of these agents a good continuous coating of silver was obtained but it adhered poorly to the plastic and partially washed off in the plating baths.

The spray method was then tried using the methods and solutions indicated in patents and publications on the project. The same difficulty in obtaining a permanent bond was encountered although the spray method did show some improvement and was obviously much faster and more economical.

Investigation into the properties of chemicals capable of reducing ammoniated silver nitrate showed that successful deposition and adherence was at least partially dependent on the speed of the reaction and the particle size of the reduced silver. It was found that for our purpose the optimum reaction speed and particle size obtained through

reduction of the silver solution with hydroquinone was best. The second important deterrent factor was the decided resistance the plastic offered to wetting by water or water solutions of the chemicals used. To increase the receptivity of the plastic to the silver, treatment with stannous chloride solution is usually resorted to. On this particular vinyl plastic the stannous chloride method had but little effect. Therefore, it became necessary to approach this phase of the problem by studying surface tension phenomena. In "spreading wetting", liquids of low surface tension will wet solids more readily and with less expenditure of energy than liquids of high surface tension. Since water has a relatively high surface tension at normal temperature, about 72 dynes per square centimeter, various commercial wetting agents were added to reduce it. These ordinary wetting agents were ineffective but three organic water soluble solvents were discovered which, when added to the solution of hydroquinone, enabled an adherent, highly conductive coating of silver to be deposited upon the plastic plate surface.

The work done in our laboratory has been accomplished with "home made" spraying equipment and it is probable that with more efficient equipment specially designed for this purpose, the percentage of chemicals used might be considerably reduced.

This technique has been varied to facilitate the deposition of a strong, continuous copper shell on highly polished molded plastic plates.

This copper shell can be stripped and treated exactly as is now done with wax molds and tenaplate molds, reducing time and trouble, eliminating the messiness incident to the use of graphite and achieving a better quality of halftone printing.

AIR ROUTE MANUAL

The requisition and part of the copy for this job for the War Department came to us on September 21. Letterpress printing was demanded with the result that all work was held up until September 23 pending the arrival at the Office of a War Department representative to discuss and determine the method of production.

It was decided that offset method of reproduction was desirable because of the tremendous amount of copper required to make the necessary halftone engravings and to meet the accompanying production problems involved in so many large combinations.

In order to reduce the work required of the offset negative room in stripping negatives, the Division of Typography and Design mounted the photographs on full page spreads in such position that not only was the stripping eliminated but the camera was

enabled to shoot more halftone negatives per square inch of film.

The first copy was sent to the negative room on September 29. Final copy was received from the War Department on October 4 and reached the negative room on October 6.

The Division of Typography and Design spent a total of 163 hours in the preparation of art work to meet the requirements of this one job. Every photo was an airplane view of some specific island or cove, etc., and necessitated the airbrushing of sky and water areas and the retouching of coast lines and airports in order that they would be plainly discernable when seen on the printed pages.

The halftone requirements for jobs of this type demand exactness of sharpness and detail. This is due to the fact that the photographs used are shots of air fields and surrounding landmarks which must be reproduced in a manner that affords the pilot reader a clear and definite picture of each airport together with clear cut details of the surrounding terrain and landmarks.

The copy for this job differed considerably from copy for the Airport Manual in which case the photographs of airports were delivered to us separately and stripped into their respective pages after which they were grouped and photographed according to size, tone value, etc. In this particular job many of the photographs were pasted to the line copies to show exact

position because there were several photographs on each page. This made it necessary to photograph each page in sections and even then in some instances, quality of certain unimportant portions of various photographs had to be sacrificed to bring out vital details in individual pictures. This was due to the fact that the pasted up photographs differed greatly in tone value in many instances.

We photographed two negatives, one for line and one for half tone negative, where it was possible to photograph an entire page. Register marks were drawn on these pages and the pages given two exposures in the plate room, one for line and one for halftone. This method was used to insure against faulty contact on press plates as far as halftones were concerned. This procedure not only assured us of a smoother looking halftone print but also saved the cost of stripping.

A total of 151 negatives were received on October 22 and imposition was started by the intermediate force on that date with the last plate being completed by the night shift on October 24. The forms imposed amounted to 53 and the plates made totalled 39. The excess of imposition was due to overprinting of halftones on plates in order to avoid the stripping of captions close to halftones.

A total of 123,000 impressions involving 20 black and 19 maroon colored forms required the use of 3 presses. The job went to press on October 23 at 4:00 a. m. and was completed on October 25 at 8:00 a. m.

The first form from offset was started in the folding room of the Pamphlet Bindery late on the intermediate shift on October 24 and the folding on all forms and cover was completed within the period of the three shifts in the folding room. The folding on this job was comprised of 10 signatures of 8 pages, 3000 each with approximately 100 over, making a total folding count of 31,000 eight-page signatures, sheet size 28 x 34, folded 2 folds to 17 x 14.

Copy was ready for insetting on October 25 at 1:00 p. m. This procedure was a hand operation comprised of insetting 10 signatures and cover for saddle stitching. Covers were folded by hand to prevent smearing of the printed surface.

Stitching time amounted to approximately 15 hours. All trimming was performed on flat trimmers with extreme care being exercised because of close trimming and oversize (14 x 17) saddle pamphlet. Copies were wrapped for delivery in packages of 25 and required the placing of a "confidential" seal on each package. The job cleared through the Pamphlet Bindery within 48 hours, having been officially received there on October 25 and closed out on October 27.

The service rendered on this job is typical of our work for the Army and Navy Departments. Every effort is exerted throughout the plant to expedite deliveries to the armed services. Success is being maintained in these urgent requests through the alertness of the employees of the Production Divisions where each individual realizes his or her importance as a "front line soldier" by contributing their complete cooperation to achieving the success which is being registered by our Military Forces. This appears to be particularly true in all cases of jobs where an "Air Force" connection is indicated. "Air Force" acts as magic in securing rapid completion of military jobs. All such jobs, as in the case of this particular one, are produced under the security and protection necessary to work of a confidential nature.

EXPRESSIONS OF APPRECIATION

Praise of jobs turned out under trying and adverse conditions is neither sought nor expected but nevertheless, it is always gratifying to know that unusual accomplishments are recognized and appreciated.

The following few such expressions were received recently:

WAR PRODUCTION BOARD
Washington, D. C.

October 6, 1943.

During the past year the War Production Board has continuously studied the problem of producing a publication embodying, in one volume, all the necessary sources of information in regard to any procurement or production problem incident to our war controls. We felt that if this could be accomplished indsutry, as well as our own personnel and other government agencies, would then have but

one quick reference for such information rather than being required to piece together all the necessary information which, up to now, has been spread over four major publications and two minor ones.

We have just recently attained this goal with the publication of our first issue of "Products and Priorities". We wish you to know that your cooperation in making this possible is greatly appreciated. A tremendous task was involved in setting up this book so as to be compact, readable, and useable, and in assuring that it covered every material, service, and end product in our entire economy. Actual figures show that over 500 pages in the old volume were consolidated into less than 200 pages, and at least 50 pages of new material have been included. A major contribution to this job was your layout, choice of types, and tabular work.

Considering that the production problem involved the setting up of 1-1/4 million ems of type in tabular format, the speed and efficiency in the completion of the job ahead of schedules set a high mark in your production records.

This publication must be produced every four weeks in order to accomplish the job for which it is intended and we wish you and your organization to know that this document is of vital importance in speeding up the entire production program so necessary to conclude this war as quickly as possible. The publication

will aid materially in saving the time of war producers by shortening the span between the manufacturer who needs something and the office that can see it is delivered.

Thank you sincerely for your cooperation and your organization's splendid performance.

Sincerely,

CHARLES E. WILSON,
Executive Vice Chairman.

DEPARTMENT OF STATE
Washington, D. C.

October 14,1943.

May I, even at this late date, express my appreciation for the courtesies shown to the members of our staff who, with your permission, were recently shown through the Printing Office. It was a most profitable visit for all of them.

Indeed we are very frequently placed under obligation to the good people on your staff. One recent illustration was the prompt schedule and good work on the large volume Peace and War. Many of the officers of the Department were anxious to have that book appear as soon as possible and your Office not only gave us an improved schedule on it but also met that schedule.

There are other volumes of diplomatic papers, some of them pre-dating Pearl Harbor by several years, which we are anxious to obtain because they will provide the Department's staff as well as the public with necessary background data, and in keeping that whole program moving your staff has been most cooperative.

Faithfully yours,

E. WILDER SPAULDING,
Chief, Division of
Research and Publication.

OFFICE OF WAR INFORMATION
Washington, D. C.

October 15, 1943.

Allow me to express my personal appreciation, and that of the Office of War Information, for your expeditions and efficient handling of the special job on the Victory Bulletin subscribers.

There were 54,000 cards to be printed on both sides and addressed. This work was handled overnight, a big job.

Thanking you again, I am, yours sincerely,

NORVELL W. PAGE, Chief,
Media Division, News Bureau.

UNITED STATES
DEPARTMENT OF THE INTERIOR
BUREAU OF MINES
WASHINGTON

October 18, 1943.

I should like to thank the Government Printing Office for facilitating publication of the seventy-six preprint chapters of the Bureau of Mines Minerals Yearbook 1942. The service given by your staff has been all the more noteworthy because of the volume of work you have been handling during the war emergency. In spite of this, the statistical material comprising Minerals Yearbook has been set with speed and accuracy.

Members of your staff have been particularly understanding of the Bureau's problems in publishing these valuable documents, and their assistance in expediting printing has made it possible for the Bureau to provide these confidential published data promptly to the Army, Navy, War Production Board, and other agencies of the Government.

I hope that the bound volume of Minerals Yearbook, urgently needed by the planning agencies of the Government, will receive the same effective handling. All of the members of the Bureau of Mines concerned with the preparation of this material join me in expressing appreciation.

Sincerely yours,

R. R. SAYERS,
Director.

SUPREME COURT OF THE UNITED STATES
OFFICE OF THE REPORTER
WASHINGTON 13, D.C.

October 21, 1943.

Last June I wrote to the Director of Planning Service, requesting cooperation in expediting the printing for the United States Reports. I feel that you will be interested to know that the results since then have been extremely gratifying.

It is perhaps unnecessary for me to point out that, since these Reports are those of the highest court and continue a series which dates back to its beginning, it is highly desirable that the quality of the printing and the character of the service be uniformly good.

Yours sincerely,

PHILIP U. GAYOUT,
Assistant Reporter.

COMMUNITY WAR FUND ACTIVITIES

The Community War Fund organization of the Government Printing Office was set up early in October. All activities concerning pledges and donations throughout the Office are under the direction and supervision of Mr. J. M. Stough, Consultant on Commercial Purchases.

A meeting of the personnel selected to actively participate in the Community War Fund Drive was held on October 11. The tremendous scope of the campaign was discussed and the conditions surrounding donations were described. It was particularly stressed that the appeal for donations must be made to employees as individuals and not as a Government Printing Office project inasmuch as donations by Federal establishments are forbidden. The organization of workers in the Government Printing Office was created for the sole purpose of serving as a medium through which this appeal might be answered. It was pointed out that the organization was hurriedly formed and that minor deficiencies might be expected in the activities which would adhere strictly to the plan and suggestions of the Community War Fund Committee.

Six meetings for day and night employees of the Office were held in Harding Hall early in the drive. The speakers at these several meetings were Mr. Claude M. Baker, President of the International Typographical Union; Mr. John B. Haggerty, President of the International Brotherhood of Bookbinders; Mr. J. B.

Boscoe, Vice President of the International Printing Pressmen and Assistants Union of North America; Mr. Coleman Jennings, Community War Fund Campaign Chairman; Mr. Herbert L. Willet, Jr., Executive Director of the Community War Fund and Mr. Edwin N. Lewis, Secretary Community War Fund.

An added feature of the campaign in the Office was the showing in Harding Hall on October 26 of the motion picture "Last Will and Testament". This is an excellent film featuring Lionel Barrymore and produced especially for the Community War Fund.

The campaign in the Government Printing Office has not been completed at this time but pledges have been numerous with the total amount pledged to date representing contributions from approximately 75% of the Office personnel.

DEC. 1943

AN INFORMAL REPORT

of

THE PUBLIC PRINTER

*

*

*

DECEMBER 1943

I N D E X

	Page
HEARINGS ON FIRST SUPPLEMENTAL NATIONAL DEFENSE APPROPRIATION BILL	1
REQUEST FOR BLANKET WAIVER	2
BOMBING TABLES CONFERENCE	5
WAR PRISONERS' STATIONERY	6
SECURITY PROGRAM	8
FEDERAL REGISTER	9
POSTAL GUIDE	10
GRADUATION OF APPRENTICES	10
AIR RAID DRILL	11

HEARINGS ON FIRST SUPPLEMENTAL NATIONAL DEFENSE APPROPRIATION BILL

It is not infrequently that we are asked to print on practically an overnight basis, the text of hearings on bills introduced during the regular sessions of Congress. Such a demand was made recently in connection with the hearings on the First Supplemental National Defense Appropriation Bill.

The first copy came to us on October 9 with additional copy being received on October 14, 15, 18, 19, 21, 23, 25 and 26. A total of 4519 folios of copy constituted this job which, in its completed form, consisted of cover, T-11 and 1638 pages. A total of 1952 copies were printed.

Page proofs were furnished at 9:00 a.m. each morning after receipt of copy. It was required that 15 proofs be furnished on most of the pages with 20 proofs being necessary on the remainder. A total of approximately 25,000 page proofs were furnished in turning out this job. All proof was returned for press work on October 27 but the copy for the index, on which no proof was required, was not received until October 28-29. However, despite this condition, delivery was requested on October 30.

A total of 103 forms (16-page) were imposed for the press work and the use of 16 presses and 8 folding machines was necessary for the printing and folding processes. The paper required to produce 218,400 impressions amounted to 109,200 sheets 24x38" M.F. Sub 70, or approximately 16,000 pounds. The folding operation required that 109,200 sheets of this paper pass through the folding machines.

The sewing of the large number of signatures comprising this job resulted in a book of considerable thickness which necessitated an extra operation of smashing before the book could be covered.

This job is but one of the many large appropriation hearings received during Congressional sessions which demand unusually prompt delivery and it affords me much satisfaction to state that complete delivery was effected at 9:00 a.m. on October 30.

REQUEST FOR BLANKET WAIVER

The request of the Secretary of the Navy for a blanket waiver on critical printing was the reason for a conference of representatives of the Government Printing Office and the Navy Department held in the office of Admiral Butler on November 17. The Government Printing Office had been charged on several occasions with delayed deliveries of necessary Navy printing and welcomed the conference as a means of stating its case.

It was shown at this conference that the result of a survey of Navy requisitions handled during the period from July 1 to November 12 was favorable to the Government Printing Office as compared to jobs purchased directly by the Navy Department. The survey disclosed the following figures:

Schedules investigated.....	4203	
Delivered ahead of schedule...	1744	(42%)
Delivered as scheduled.....	965	(23%)
Delinquent.....	1494	(35%)

Included in the jobs where delivery was delinquent were 489 jobs one day late, 367 two to three days late and 161 four to five days late. It can be readily seen from the foregoing figures that 2709 (65%) were delivered on or ahead of schedule. A total of 3726 jobs out of 4203 (89%) were delivered ahead of time, on time or not more than five days late. If we include those jobs that were six to ten days delinquent, we find that 93% of all jobs reviewed were delivered within ten days of the specified date. We are proud of this record which is enviable for any printing establishment and probably cannot be equalled by many war industries.

A review of 40 jobs that were waived to the Navy Department during the same period disclosed that 25 out of 40 jobs (62%) were delivered in accordance with the time schedule under which the waiver was granted. This performance does not approach that achieved by the Government Printing Office on more than one hundred times as many schedules for the same period. Also, it must be borne in mind that premiums were paid by the Navy Department on the basis of delivery on time, which represents an unnecessary

expenditure of Federal funds. Also the practice of the Navy Department in allowing contractors conditions of delivery that are more favorable than those presented to the Government Printing Office is contrary to the arrangement entered into for the handling of waivers. It was claimed that about 76% of the jobs reviewed were delivered on time because a partial delivery was made on, or in advance of, the stipulated date, although the balance was delivered after that date. Such an arrangement was never even contemplated between the Navy Department and the Government Printing Office.

In our working arrangement of May 25, the Navy Department agreed to maintain reasonable supplies of most stock items on hand so that requests for reprints would allow from 60 to 90 days for production. It is appreciated that this condition could not be followed closely on all jobs and that some reprints of existing material might become extremely urgent. However, nearly two-thirds of all the reprints requisitioned from us requested delivery in less than 15 days. Only 3% of these requisitions allowed the agreed 60 to 90 days for production.

Another provision included in the working agreement of May 25 is that the Navy Department would cooperate in promoting faster delivery by standardizing the various forms and publications into those sizes most readily permitting expeditious and economical delivery. In several instances this procedure was effectively followed but the extent of such standardization is relatively small inasmuch as a large portion of work requisitioned is still in odd sizes and styles. I believe that a far more extensive application and enforcement of standardized sizes by the Navy Department can and should be immediately effected. Such action would be of material assistance to this Office in its efforts to meet short schedules.

It was also agreed that no contracts would be made by Navy Department representatives with our printing contractors without the approval of this Office. But, naval personnel has gone into the plants of our contractors without our knowledge, and in contravention of the agreement, to make unauthorized changes in our specifications, or to increase quantities, and to issue instructions that have delayed production to such extent that our accounting officials have suffered embarrassment when invoices were submitted. Also, there have been occasions when representatives of the Navy Department have discussed features of jobs with contractors in advance of submission of requisitions to

the Government Printing Office with the result of lost time that could have been devoted to production. We have placed contracts with certain firms at the request of the Navy Department only to find that these firms had an entirely different understanding of the work to be performed than that which we had received from the Department. This situation has caused loss of time due to the necessary adjustment of the different ideas concerning what was required.

Delivery dates have been specified on some occasions where it was a physical impossibility for any printing plant, or combination of printing plants, to fill the demands of the department. In some instances, much time was lost in the preparation of copy in the department with the result that the time allowed for production was considerably lessened. It is unjust to charge the Government Printing Office with the responsibility for the delay brought about through such conditions.

The possibility of bureau heads disregarding the rules and regulations governing the procurement of printing by making direct purchases was intimated and I stated that such action, in my opinion, would be an administrative responsibility of the Navy Department. In view of the paper and manpower shortages, there is no doubt in my mind that confusion, delays and excess costs would result from such direct purchases by the various bureaus. It was to minimize the possibility of just such conditions that procurement of printing was centralized in the Government Printing Office. The representatives of the Navy Department were in full agreement with my stand on this matter.

I believe that not a few complaints of failure to receive necessary printed matter may be due to delays in distribution by the department. This thought is premised upon the fact that several officers in various branches of the service have contacted this Office to ascertain when certain publications would be available to them when investigation revealed that the particular publications in question had been delivered to the Navy Department as much as 30 days prior to the inquiry. However, in all such cases the inquirer is referred to the Publications Bureau of the department in accordance with our policy instead of being supplied with the information by the Office.

I cited the resolution passed by the Joint Committee on Printing on July 12, 1935, relative to the issuance of waivers by the Public Printer in stating that I could not grant a general

waiver under the existing printing laws. However, I assured the Navy Department that special consideration would be given to individual jobs which were personally certified as being in the "critical" classification determined by the Publications Division of the Navy Department. Such work would be entitled to absolute prior consideration in the interests of the operations of the Navy Department and all requisitions bearing the term "critical" would be accepted with the requirement for absolute compliance with the schedule being clearly understood. Delivery schedules on such requisitions would be carefully considered and if any doubt existed in this Office of its ability to meet the specified schedule, a waiver would be granted immediately.

I am confident that this arrangement, if it carries the necessary mutual cooperation, will result satisfactorily to all parties.

BOMBING TABLES CONFERENCE

It is frequently advisable that the Government Printing Office be represented at conferences and meetings held in the interest of various aspects of the war program. Such a conference, called by the Operations Commitment Requirements Division of the Army Air Forces to discuss bombing tables, was held at Wright Field on November 2-3. Among those attending were combat bombardiers and pilots from almost every theater of operations as well as expert mathematicians, ballisticians, physicists and men skilled in every phase of flying and bombing.

The interest of the Government Printing Office in this conference was centered in the bombing tables and other pertinent literature which came up for discussion. The general complaint of the bombardier group was that the bombing tables now in use are too bulky. The present size is $8\frac{1}{2}$ x 11". A bombardier, upon graduation from training, is issued a complete set of bombing tables along with his other equipment and this material travels with him on all assignments. Consequently, it is essential that consideration be given to compactness without sacrifice of detail.

The Government Printing Office representative suggested that these bombing tables be reduced to the Technical Manual size, 5½ x 8½", as a means of overcoming the size objection. It was agreed that a table be made up for the standard 100-pound practice bomb and set up in the suggested size, 5½ x 8½". An arrangement was also worked out whereby a bombardier will be supplied with all his necessary information from facing pages. Upon completion of copy, the Office of Chief of Ordnance will supply a requisition for the printing of 100 copies of the newly proposed table as a means of determining its practicability.

WAR PRISONERS' STATIONERY

The steadily mounting number of war prisoners taken into custody as the war progresses has resulted in the demand for increasing quantities of war prisoners' stationery. In accordance with International Law, prisoners of war are permitted to write twice each month to their relatives or friends at home.

As a safeguard against the sending of secret messages by war prisoners through the medium of writing with invisible or sympathetic inks, the War Department presented the Government Printing Office with the problem of procuring paper which would immediately develop writing with invisible inks into a visible form without the application of heat or chemical reagents.

The Division of Tests and Technical Control, after considerable research with laboratory sheets, developed specifications for a coated paper sensitive to water solutions which constitute both the acid and alkaline types of invisible inks such as lemon juice, citric acid, lactic acid, milk, uric acid, ferrous sulphate, starch solution, cobalt chloride, ammonium alum, ammonium chloride, sodium bicarbonate, sodium carbonate, or other substances which might be employed for secret message writing. These substances are most commonly used for purposes of making secret writing inks because they are more widely available than certain other compounds which might be utilized for the same purpose by experts in writing secret messages. In other words, such substances as sodium carbonate (washing soda); or, sodium bicarbonate (baking soda); or lactic acid (found in milk); or citric acid (an ingredient of lemon juice) might easily be obtained in war prison camps as common household commodities; and, in water solution these substances, in low concentration, would make sympathetic or invisible writing inks. It is to be noted that some of these

listed substances are alkaline and some acid in their reactions.

The sensitively coated paper which was first utilized in our experiments, consisted essentially of a paper base coated with silicate or clay coating, containing a chemical substance in the form of a mechanically incorporated powder or dye stuff, which react when moistened or when written upon with an acid water solution, to produce a green color. This paper did not react, however to produce visible writing distinctly with alkaline substances in water solution. Our search, therefore, led us to incorporate into the paper coating a second element which would react with alkaline solutions to produce a red coloration when the sympathetic or invisible ink happened to be of an alkaline nature.

The paper manufactured on this plan and which is now being successfully made, immediately shows up the writing with acid or neutral invisible inks in green color and with alkaline invisible inks the writing stands out in red. There is one exception to this color reaction. An ammoniacal solution first turns red because of the ammonium element and later, when the ammonium has evaporated or vaporized from its water solution, the green color due to water action remains. More specifically, this colorless writing ink, when applied to the paper, first develops a red color and then, upon evaporation of its volatile constituent, becomes green in color which permanently remains visible.

Concerning the permanence of these developing colors, surveillance tests have shown that they will last for months, or surely a sufficient length of time to be clearly detected by censors. A feature of this device is that a prisoner of war may be permitted to write freely upon this specially prepared paper which is termed "sensicoat" paper by chemists of this Office to describe the sensitive nature of the coating. A prisoner may write upon this paper with any kind of visible ink but cannot use an invisible ink since all solutions - acid, neutral or alkaline, or even plain water, will develop color when brought into contact with this paper.

This paper is being manufactured for the first time in paper-making history, on a production basis on specifications developed in the Division of Tests and Technical Control, for the printing of stationery and post cards ordered by the War Department for distribution to war prison camps as an absolute protection against the transmittal of secret messages.

Orders for this paper so far amount to 154,290 pounds and 33,030 pounds for stationery and post cards respectively.

The Division of Tests and Technical Control is conducting further experiments in relation to this type paper and we may expect a paper with considerably improved characteristics in the near future.

SECURITY PROGRAM

Conferences were held on October 29 and 30 in the Government Printing Office for the purpose of launching the new Security Program established for the protection of Secret, Confidential and Restricted jobs while they are clearing through the Office. These meetings were called following the appointment of the National Security Advisory Board by the Office of War Information.

This Board is comprised of seven members - two each from the Office of War Information and the Navy and three representing the Army. The recommendation that each Federal agency designate a trusted official to act as security officer resulted in the selections of Mr. J. J. Deviny as Security Officer and Mr. J. W. Broderick, Assistant Security Officer for the Government Printing Office, with employees from every section of both the day and night shifts being selected as security representatives to safeguard jobs as they clear through their individual sections.

Printed matter that is requisitioned from the Government Printing Office is given its classification, in the event security precautions are to govern production, before it reaches the Office. "Classified" material is defined as any matter of such nature that special precautions are to be taken to insure that information concerning it is limited in circulation during production and distribution. Such classification is determined by authorized persons of the department or agency issuing the requisition.

Leaflets have been issued to all security representatives outlining the procedure to be followed and each section has been charged with the responsibility of working out its own problems in establishing an effective system. Receipt forms have been distributed to the security representatives for use when work

is in transit from one section to another so that it is possible to know at all times just where any classified material is from the time it is received by the Government Printing Office until it is completed and delivered.

The Security Program was instituted on November 1, 1943, and should prove to be a strong factor in the adequate protection of Secret, Confidential and Restricted printed matter during the present national emergency.

FEDERAL REGISTER

The issues of the Federal Register for November 3, 4, and 5 were considerably larger than the average size of this daily publication. The filing on October 28 of one document which made up into 1071 folios of copy was the reason for these oversized editions. It was impossible to run the complete document in one issue and the text was such that it was impractical to break it up into more than three groups. The copy made up into a total of 304 pages in the three issues that were utilized.

The November 3 issue contained 344 folios consisting of galleys of type Nos. 1-356 and was designated as sub-parts A-B. The issue totalled 119 pages, of which 97 were required for a partial listing of this document. In the November 4 issue, which totalled 203 pages, it required 173 pages to list the 604 folios and type galleys Nos. 357-1123, which constituted sub-part C. The concluding sub-parts D-G necessitated the use of 34 pages in the 100-page issue of November 5, to list the final 123 folios and type galleys Nos. 1124-1270.

The first 100 folios of copy were received at noon on Friday, October 29. The National Archives worked through Sunday, October 31, in order to supply us with an unbroken flow of copy. The last galley was in type and proofread late Monday afternoon, November 1. The last of the daily articles were filed at 1:00 p.m. on Tuesday, November 2, for the Federal Register issue of Wednesday, November 3.

The average daily size of the Register for the year 1941 was 27+ pages; it rose to 43+ pages in 1943 and soared to 70+ pages for the first six months of 1943. A comparison of these figures with the pages contained in the issues of November 3, 4 and 5 which were 119 pages, 203 pages and 100 pages respectively, shows the extent of work involved in turning out these issues.

POSTAL GUIDE

The new Postal Guide assumed considerably larger proportions than the previous issue. However, this condition was anticipated and production moved along evenly and expeditiously. The four separate requisitions which constituted the job totalled 400,329 copies. The first copy was received on August 25 and final delivery was made on November 1.

The four editions comprising the job were the State List, Postal Employees Guide, Abridged Edition and Domestic Edition. The State List of 400 pages required twelve 32-page and one 16-page signatures. The copies totalled 8979, of which 1979 were distributed to various Federal departments with the balance, 7000, going to the Superintendent of Documents.

The Postal Employees Guide was made up of eight 32-page and one 16-page signatures and totalled 272 pages and cover. A total of 250,007 copies were printed with 100,000 going to the Post Office Department and the remainder to the Superintendent of Documents.

The Abridged Edition consisted of 692 pages, which were made up of twenty 32-page, three 16-page and one 4-page signatures. The copies printed amounted to 21,007, of which 21,000 went to the Post Office Department.

The Domestic Edition required thirty-two 32-page signatures and totalled 1024 pages. The number of copies was 120,336, of which 41,003 were bound in Postal Guide Grey Vellum with the balance being paper-bound. Delivery of these copies was to the Superintendent of Documents and to the various departments as ordered.

GRADUATION OF APPRENTICES

The Government Printing Office Apprentice Class of 1943 was graduated with appropriate exercises being held in the Conference Room of the Office at 3:30 p.m. on Monday, November 22. The class consisted of eleven student employees and may be the last one to be graduated during the period of the War Emergency.

This training course maintained by the Government Printing Office has ever been a popular one and the general success of its graduates is an excellent testimonial to the thoroughness and high quality of instruction which is embodied in it.

The apprenticeship system of training was restored in the Office in 1923 after having been abandoned for upwards of 30 years despite the law of 1895 which permitted the employment of 25 apprentices. The widespread interest in the course and its successful resumption actuated Congress to remove the limitation on the number of apprentice employees and a law was enacted in 1923 authorizing the training of 200 young persons for the skilled trades. This law placed the Government Printing Office on even terms with private establishments in the matter of apprentice training.

All appointments of apprentices are made through open competitive examinations held by the Civil Service Commission and are based upon the ratings obtained in such tests. The applicants must show that they have education equal to the completion of the eighth grade of elementary school. They must be in sound physical health and capable of performing arduous duties.

The physical as well as the mental attainments of the apprentices are continually under careful supervision and each applicant must undergo examinations at regular intervals to insure that physical fitness is maintained throughout the period of training.

The graduates were formally addressed by the Public Printer and the Production Manager with extemporaneous remarks being made by other executives of the Office.

The presentation of diplomas to the graduates was made by the Public Printer.

AIR RAID DRILL

An air raid was simulated in the Office at 3:00 p.m. on Tuesday, November 23. All stations and posts were rapidly assumed and duties discharged in an expeditious and efficient manner. The safety areas located throughout the plant were reached in good time and with a fair degree of orderliness. The little confusion that was apparent concerned the resumption of duties after the completion of the drill.

This condition was entirely understandable in view of the fact that the practice was not a regular community alarm but was solely an Office precaution and consequently was dependent upon Office signals instead of the public siren system. However, this period of indecision was very brief and cannot be considered as having interfered with the success of the drill.